

THE GULF

Bush calls for linkage in other words

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush's disavowal throughout the Gulf crisis of any linkage between the Iraqi occupation of Kuwait and the Palestinian issue was always primarily a means of reassuring President Saddam Hussein.

In practice, Mr Bush and Mr James Baker, his secretary of state, always saw the crisis as an opportunity to renew the pressure for solving long-standing Middle Eastern problems, not only the Arab-Israeli dispute but also Lebanon, the proliferation of missiles and weapons of mass destruction in the region, and Gulf security.

Mr Bush's statement in his address to Congress on Wednesday that "our commitment to peace in the Middle East does not end with the liberation of Kuwait" was linkage under a politically more acceptable form.

What was significant was not so much the detailed proposals - which were largely a restatement of existing US positions - but the timing and emphasis. He squashed the talk that the Bush administration would feel so grateful to Israel for not retaliating against Iraqi Scud missile attacks that it would not press a peace initiative. Rather, Mr Bush and Mr Baker are determined to force the issue. "The time has come to put an end to the Arab-Israeli conflict," Mr Bush's message to Israel was clear. Both sides must compromise; there can be no substitute for diplomacy.

His reference to United Nations Security Council resolutions 242 and 338 and the principle of territory for peace is long-standing US policy, and less strongly worded than some of Mr Baker's past statements. But that principle is not accepted by the Likud coalition, though Mr Bush was careful to stress the need to provide both for Israel's security and its recognition by other Arab states, and for legitimate Palestinian political rights.

"The US, like many European governments, will not seek to rush any international peace conference which it knows that Israel rejects. Instead, when Mr Baker arrives in Israel early next week on his Middle Eastern tour, he will argue that the uncompromising stand by Mr Yitzhak Shamir's government which infuriated Washington last summer is not acceptable."

Otherwise, Mr Bush's main message was that it is in the US's vital interest to retain a military presence in the Gulf. This will not involve stationing US troops in the Middle East, but many in Congress and among the public. But it does mean US participation in joint exercises with Arab allies and maintaining a US naval presence in the region.

On the region's financial problems, Mr Bush called for "economic freedom and prosperity for all people of the region," but gave no hint of any US involvement.

These substantive points were, however, overshadowed by the mood of congratulation, with 14 standing ovations, as Congress and President celebrated the end of the war and the start of the troops' return home. For all Mr Bush's warnings a week ago about avoiding gloating, there was more than a touch of triumphalism about the evening. The hour of glory may last until election day in November 1992.

Land-for-peace call played down by Israel

By Judy Maltz in Jerusalem

OFFICIALS in Jerusalem yesterday played down the promise by President George Bush of "new vigour and determination" in seeking a land-for-peace accord in a statement to Congress on Wednesday.

"It is not the first time these things have been said. Neither is it the first time they have been written. They were also the basis of United Nations resolutions," said Mr David Levy, the Israeli foreign minister.

Israel is expected to reiterate its official position on the peace process to Mr James Baker, US secretary of state, on his arrival here on Sunday.

Mr Ariel Sharon, the hard-line housing minister, yesterday called on Prime Minister Yitzhak Shamir to convene the ruling Likud party's central committee to vote on the party's position on peace talks before Mr Baker's arrival. He said Israel should make clear it will not negotiate on Jerusalem or the Golan Heights.

Reuter adds from Nicosia: The PLO yesterday welcomed "positive elements" in Mr Bush's speech. The executive committee of the Palestine Liberation Organisation also urged the UN Security Council to implement resolutions calling for an end to Israeli occupation of Arab lands.

Kuwaiti prince tries to reassure Palestinian residents

By Victor Mallet in Kuwait City

SHEIKH Saad al-Sabah, the Kuwaiti crown prince and prime minister, yesterday attempted to assure Palestinians living in Kuwait that they would not be mistreated by vengeful Kuwaitis.

Sheikh Saad, who is also chief martial law administrator, rejected witness reports that Palestinians had been killed and beaten on suspicion of collaborating with the Iraqi armed forces during Iraq's seven-month occupation.

Some Palestinians, he told a news conference, had helped Kuwaitis in the effort to force Iraq out of Kuwait. "I would like to reassure everybody that the rule of law will prevail and it will be applied to all without any discrimination," he said.

Kuwait would continue to help the Palestinian people despite the Palestine Liberation Organisation's support for President Saddam Hussein.

He said that the interests of the country and of the citizens requires that. In response to allegations that the al-Sabah family had hired death squads to eliminate pro-democracy activists, he challenged his questioners to produce evidence.

Kuwaitis have complained that the government has failed to distribute promised food supplies despite months of preparation, but Sheikh Saad said food had been sent to 95 per cent of the country's co-operatives. He said he expected a new Kuwaiti dinar to be issued in two to three weeks.

Sheikh Saad said 5,000-6,000 Kuwaitis were being held in Iraqi prisons, a figure much lower than the 33,000 hostages and prisoners of war claimed by other Kuwaiti officials. Some of these civilians abducted by Iraq were struggling home across the Iraq-Kuwait border yesterday. But many found themselves in limbo after being turned back by suspicious Kuwaiti troops on the road to Kuwait City.

Most of the Kuwaitis, Palestinians, Egyptians and others streaming across the frontier were freed from prisons in Basra and Nasariya at the weekend by Islamic revolutionaries intent on overthrowing Mr Saddam.

Mr Gassan Bakr, a Palestinian computer operator working for the Kuwaiti government, was taken on January 14 and imprisoned in Nasariya. The prison gates were opened by anti-Saddam demonstrators a week ago, and he and nine friends were making their way back to Kuwait. On the road, however, Kuwaiti soldiers turned them away despite documents proving their residence in Kuwait.

"They said we had to go to Jordan because of the uprising by the people who hate Saddam," Mr Bakr said. "My wife and my baby are sitting in Kuwait. I don't know if my wife is alive or dead. Kuwait says I can't go to Kuwait and Iraq says I can't go to Iraq. Does Kuwait have no heart?"

In another sign of the problems affecting the future political debate in Kuwait, a former Kuwaiti military attaché in Iraq yesterday claimed the government ignored his warnings about Iraqi plans to invade on August 2.

Colonel Matar Said al-Matar, who worked at Kuwait's consulate in Basra for 15 months, said he reported the invasion plan on July 28. But as he prepared to expand his remarks, his press conference was abruptly terminated by Mr Sultan Mutawa al-Matar, the planning minister.

Colin Powell, chairman of the US Joint Chiefs of Staff, receives a standing ovation during President Bush's address to a joint session of Congress on Wednesday night.

NEWS IN BRIEF

Journalists and 2,000 Kuwaitis to be freed

IRAQI officials said yesterday 21 western journalists missing in Iraq and 2,000 Kuwaitis held there will be released today, Reuter reports from Baghdad.

They were confirming reports from the southern Safwan outpost held by the allies that Iraqi officers had asked the international Committee of the Red Cross (ICRC) to supervise the hand-over. The officials gave no other details.

Up to 40 western journalists who tried to enter Basra to cover unrest in the city have gone missing since last Sunday. The Kuwaitis are among thousands that the Kuwaiti government said had been held during Iraq's seven-month occupation of Kuwait and taken across the border into Iraq.

Ship orders at 20-year low

New orders in the world shipbuilding industry fell to their lowest level in more than 20 years during the last quarter of 1990, according to figures published by the London-based Lloyd's Register of Shipping, Richard Tomkins writes. Shipbuilders blamed the fall on shipowners' reluctance to place orders amid the uncertainty caused by the Gulf crisis.

After record figures in the first two quarters of 1990, new orders slumped to less than 1.9m gross registered tonnes - some 4.1m less than in the previous quarter.

Egyptians seek contracts

The Egyptian housing minister flew to Kuwait yesterday for talks on possible reconstruction contracts for Egyptian companies, business sources said. Reuter reports from Cairo. Mr Hassanah Kefrawi was accompanied by 15 heads of private and public sector contracting and consultancy companies as well as several industry officials. Egyptian businessmen had complained that government lethargy was threatening their chances as US and British companies scooped up contracts.

Iraq 'needs immunisation drive'

The director of the UN Children's Fund (Unicef) has told the Security Council that Iraq needs a crash immunisation programme to ward off a threat of epidemics, according to a letter released yesterday. Reuter reports from New York. Mr James Grant, in a letter to the council's sanctions committee, said Unicef also wanted to help restore some of Baghdad's water supply system and import some supplementary food for vulnerable sections of the population.

Britain rules out armed help for Iraqi rebels

By Jimmy Burns

BRITAIN will not interfere militarily to help a popular uprising against President Saddam Hussein, Mr Douglas Hogg, foreign office minister, told members of Iraq's main opposition coalition yesterday. The meeting was the highest-level contact between the British government and the Iraqi National Joint Action Committee since it was formed in December.

In what Foreign Office officials described as a "full exchange of views", Mr Hogg told the five-man delegation that Britain looked sympathetically on the issues of human rights, the participation of Kurds in the government of Iraq and the creation of a pluralist society.

However, Mr Hogg was believed to have made clear that Britain was not prepared to offer anything more than "moral support" to the opposi-

EC ministers proposes peace pact guidelines

Helsinki path urged on Israel

VISITING European Community foreign ministers urged Israel yesterday to seize upon a crucial moment in history to work for peace with the Arabs, Reuter reports from Jerusalem.

Following the crushing of Iraq in the Gulf War, the west is anxious to create a new climate of rapprochement between the Middle East's traditional foes.

The ministers - Mr Jacques Poos of Luxembourg, Mr Gianni De Michelis of Italy and Mr Hans Van Den Broek of Holland - said they had come to urge Israel to seize upon this "crucial point in history" to work for peace.

The EC troika proposed a Middle East peace pact modelled on the 1975 Helsinki Accords to try to bridge the

divide between Israel and the Arab states after more than 40 years of enmity.

"The EC has drawn up its own guidelines which contain an original idea... We call it the Helsinki process," Mr Poos told reporters at a joint news conference with Mr David Levy, the Israeli foreign minister.

He urged Israel and Arab states to undertake a series of confidence-building measures similar to the Helsinki Accords between east and west bloc nations. He suggested a non-aggression pact and a declaration of mutual recognition.

The three met Prime Minister Yitzhak Shamir, Mr Levy, Mr Moshe Arens, the defence minister, and a group of Palestinian nationalists from the occupied territories in their

half-day stopover.

In Damascus on Wednesday, they met representatives of eight Arab states which fought alongside western forces in the Gulf War to defeat Iraq. The eight include one of Israel's main foes Syria, and Egypt, the only Arab state to have made peace with the Jewish state.

Mr Levy warned the Arab states not to exploit western gratitude for their support in the war by arming themselves. "This could be the factor that brings about another war," Mr Levy said at the news conference.

Israel still holds territory seized from Syria during the 1967 Middle East war.

Mr Poos said he felt the Arab coalition members would not turn their collaboration against Israel.

Programme set up in Washington by the US State Department and the World Bank.

Mr John Ghassemani, Inform management director, said preliminary work had already been carried out in Jordan, discussions were going on about when to move the systems to Kuwait City, where a new IBM mainframe computer was being installed. The work would take between four and six months depending on the speed with which essential services could be restored in Kuwait City.

CSC has annual revenues of more than \$1.5bn and more than 22,000 employees. It works principally for government. It acquired Inform two years ago as part of a drive for growth through acquisition.

Unrest in Kurdish-speaking areas on the increase

TURKEY IS watching events in northern Iraq with concern that any bid to establish separatist Kurdish rule may spill over into Turkey's own Kurdish-speaking provinces.

The government is pursuing a twin policy, maintaining a hard line against terrorists at home while tentatively seeking new ties with Iraqi Kurdish opposition groups.

Unrest in Turkey's south-east has increased in the past two weeks, with at least seven people reported killed in separate clashes with security officials.

In Idli, on Monday, two people were killed when security police opened fire on 2,000 demonstrators. More than 300 people were arrested, including the provincial chairman of the Social Democrat Party. Newspapers report that shops have closed down in sympathy. Police are cutting off access to the area.

Turkey says it will not countenance an independent Kurdish state in northern Iraq. But President Turgut Ozal's proposal for some kind of ethnic federation of the region's Kurds, Arabs, and Turkish-speakers, which has fanned a sporadic guerrilla campaign for political independence - a campaign which has claimed more than 2,000 lives since 1984.

There have been unconfirmed reports of secret meetings between government officials and members of the Patriotic Union of Kurdistan, PUK, an Iraqi opposition group led by Mr Jalal Talabani.

Furthermore, much to the consternation of Turkish security officials, President Ozal has now floated the idea of a general amnesty. If implemented, this would include members of PKK, such as Mr Abdullah Ocalan, its leader, who is believed to be based in the Syrian-controlled Bekaa valley in Lebanon.

In a move to win over moderate Kurdish opinion at home, the president has now called for some restrictions on the Kurdish language to be lifted.

The proposal has also been strongly challenged by politicians on all sides, a reminder that opposition at home is still the greatest obstacle to President Ozal's search for a political solution to the Kurdish question.

Arab ministers to hold security talks with Baker

By Robert Graham

THE SHAPE of a future peace-keeping force in the Gulf will be discussed this weekend by Mr James Baker, the US secretary of state, and foreign ministers of the eight Arab states who on Wednesday laid the framework for a regional security agreement in Damascus.

The talks in Riyadh will be attended by foreign ministers from the six Gulf Co-operation Council countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates), along with those from Iraq and Syria.

The ministers are expected to brief Mr Baker on how they envisage establishing the peace-keeping force they committed themselves to in Wednesday's "Damascus Declaration".

These eight states appear determined to act quickly in the wake of the Gulf conflict, seizing the initiative after Iraq's humiliating defeat. They are said to be anxious to show they can take responsibility for the region's security but at the same time are willing to consider outside help.

The declaration, which talks of establishing "a new Arab order", envisages co-operation with "Islamic and international parties who respect the higher interests of the Arab nation". This is seen as a reference both to Iran and to non-regional powers such as the US.

US officials recognise the political difficulties of keeping a big permanent military presence in the region and have begun examining formulas which would enable them to make a positive contribution to post-war security.

So far, Jordan and Yemen have been relatively excited because of their support for Iraq. Nor is there any reference to the Palestine Liberation Organisation, though the declaration aims at a "comprehensive settlement of the Arab-Israeli conflict and the Palestine question".

The bulk of the proposed force is expected to be supplied by Egypt and Syria, which between them have almost 50,000 troops already in Saudi Arabia and liberated Kuwait.

In return for providing the troops and weaponry to protect Saudi Arabia and the Gulf, these two countries would be assured significant financial flows to sustain economic development. Egypt and Syria have been talking of an annual \$15bn (£7.8bn) provided by GCC countries.

The Egyptian government is also expected to use its active participation in peace-keeping to obtain further US military credits to upgrade both its aircraft and armour. Significantly, Israeli reaction to the Damascus Declaration has been measured. Indeed, it is the first time since 1948 that Israel has not immediately claimed to be threatened by a new Arab defensive structure.

However, Iraq has been quick to seek reassurance about the security pact, which promises to formalise an Egyptian and Syrian military presence in the area.

Mr Ali Akbar Velayati, the Iranian foreign minister and Mr Hassan Habibi, vice-president, arrived in Damascus yesterday to be briefed by both President Hafez al-Assad and Mr Abdel Halim Khaddam, the Syrian vice-president, on the security agreement.

Iran, controlling one entire side of the Gulf littoral, regards itself as an important element in any future regional security arrangements. Diplomatic Iranian leaders were anxious to be assured the agreements were purely an Arab affair designed to be a preliminary step towards a broader framework for regional security.

Initial Iranian reaction to the Damascus Declaration was hostile. Tehran Radio commented pointedly: "Drawing up plans which are not comprehensive will in the final analysis hurt the interests of all countries of the region."

But, given the way in which the Gulf states and Egypt have been studiously improving their relations with Tehran since the 1979 revolution, it would be surprising if Iran were excluded from a broader security arrangement.

Returned after Iraq's invasion of Kuwait.

About 80,000 Pakistanis worked in Iraq and Kuwait before the August invasion. Almost 60,000 have returned home, officials say.

Some officials, however, are concerned that the big pro-Saddam demonstrations in Pakistan might deter workers from returning to Kuwait.

One senior western diplomat believes Pakistanis might be well placed to take over humanitarian work from the Palestinians, of whom the Kuwaitis are deeply suspicious because of the pro-Saddam stance adopted by Mr Yasir Arafat, the leader of the Palestine Liberation Organisation.

MR Ijaz ul-Haq, Pakistan's labour minister, arrives in Saudi Arabia today, where he is to meet the Emir of Kuwait, among others.

Mr Haq will look at ways of increasing labour exports to Kuwait for post-war reconstruction projects, officials in Islamabad said. Traditionally, Pakistan has relied on remittances from its large labour force in Gulf countries to boost its foreign exchange reserves.

Losses in remittances are expected to amount to \$100m (£52m) this year.

According to government estimates, of the 1.5m Pakistanis working abroad, almost 80 per cent were employed in Gulf countries, but most

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Kohl to propose a role for Bundeswehr under WEU

By David Marsh in Bonn

CHANCELLOR Helmut Kohl, in an attempt to upgrade Germany's policies on international security, is expected next week to propose allowing German troops to participate in military operations under the auspices of the Western European Union (WEU).

The chancellor's ideas for a change in the German constitution to enable the German army to operate outside Nato are intended to clear up doubts about Germany's role in future defence arrangements.

Suggestions for the constitutional amendment - which would need a two-thirds parliamentary majority - are to be made in a speech in the Bundestag in the budget debate which starts next Tuesday.

Improving Europe's security structure forms a vital prerequisite for moves towards European political union, which Mr Kohl is determined should be driven forward in parallel to moves towards European monetary union.

Uncertainties over Germany's military policy, particularly in the US and Britain, have been fostered by Bonn's initial reluctance to back the allied military action against Iraq in mid-January. Mr Kohl believes Ger-

many must take a more active defence stance because of its greater political weight after unification.

The Bonn government also argues that Europe must prepare for a possible dilution of American involvement in European security after the Gulf war. The constitution, as currently interpreted, rules out use of the Bundeswehr (the German armed forces) outside the Nato area.

Mr Kohl has been proposing for several months an alteration to allow the army to be deployed in United Nations peace-keeping. However, allowing military intervention within the framework of the nine-nation WEU goes some way further. Although the constitution would still be carefully drawn up, the idea of operating under Western European Union auspices would give Germany greater leeway for participating in multi-national forces in areas such as North Africa.

A key role for the WEU as a bridge between the European Community and Nato has already been suggested this week by Mr Volker Rühe, general secretary of Mr Kohl's Christian Democratic Union.

Mr Rühe, a close confidant of Mr Kohl, has been increasing

his profile lately as a foreign policy counterweight to Mr Hans-Dietrich Genscher, the foreign minister.

On the issue of European monetary union, Ms Elizabeth Guigou, the French minister for European affairs, yesterday held talks in Bonn with Mr Theo Waigel, the finance minister. Ms Guigou said yesterday France and Germany agreed on the essential question of eventually establishing Ecu.

But there were still divergences about the "phase two" transition period, due to start on January 1, 1994, towards final monetary union.

Mr Wilfried Martens, the Belgian prime minister, has ruled himself out as a possible candidate to succeed Mr Jacques Delors as president of the European Commission, David Gardner writes.

In interviews with Belgium's two leading papers, *De Morgen* and *Le Soir*, he said he would instead be standing for re-election in 1992, in an attempt to beat his ninth government.

Other names which figure in speculation about possible successors to Mr Delors at the head of the EC executive include that of Mr Ruud Lubbers, the Dutch prime minister, and Mr Felipe González, Spain's prime minister.

Uzbekistan prepares to vote with its stomach

Bread has replaced nationalism as focus of Soviet Asian discontent, Jo Carey writes

BREAD, not religion or nationalism, commands the attention of the people of the Soviet Union's most populous and potentially rebellious Central Asian state. When the people of Uzbekistan vote on the fate of the union in the ballot of March 17, they are likely to vote with their stomachs.

An Islamic and nationalist revival has swept the region in recent years, leaving Moscow nervously speculating about the threat of revolt. But when the Uzbek parliament met last week it was clear that economic issues were still at the heart of Uzbekistan's relationship with the Soviet centre.

The threatened price reforms have presented the Uzbek leadership with a dilemma. At a time when Uzbek nationalists are angrily criticising the economic ties which bind the republic to Moscow, it is becoming painfully clear to the Uzbek government just how far the republic depends on grants from Moscow to keep its impoverished economy afloat.

Mr Islam Karimov, Uzbekistan's president, told parliament last week that no matter what price reforms were passed in Moscow, the price subsidies on food would not be lifted in Uzbekistan, unless a system of economic aid was introduced to compensate the population for the ensuing



SOVIET REFERENDUM

risks. This announcement was popular with the deputies. Most Uzbeks relax any move that indicates Uzbekistan's ability to challenge Moscow's authority. And, more significantly, there is a widespread fear in the Uzbek government that any attempt to lower the living standards of Uzbekistan's population - already among the poorest in the Soviet Union - could provoke a violent backlash.

However, Uzbekistan's crisis-ridden budget simply cannot support either the soaring bill for food subsidies, or a system of social benefits that would compensate the population for price rises. According to the calculations of Mr Shukrulla Mirsaidov, the vice president,



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maintaining food subsidies to the end of the year would cost some 2bs 10bn, almost the equivalent of the entire Uzbek budget in 1990.

So, in spite of Moscow's ruling that the food subsidies should now be paid for by the republics themselves, Uzbekistan is demanding that Moscow should increase its grants to the republic to pay for a system of social benefits.

During recent years, Uzbekistan - like all the Central Asian republics - has become increasingly dependent on central grants. In 1985, for example, these grants represented only some 5 per cent of Uzbekistan's budget, or Rbs 400m. But by 1990, they had risen to 30 per cent of the budget, or some

Rbs 3bn. And by the end of 1990, the republic was demanding at least Rbs 5bn.

These figures are bitterly resented by many in the Soviet centre, who claim that richer republics such as Russia have been bled dry to prop up the economies of Central Asia. But most Uzbeks insist, equally bitterly, that Moscow has exploited their republic's natural resources, and that they have a right to be compensated for this.

"For 70 years, Moscow has treated us as a colony and robbed our riches - that's why we're so poor," claims Mr Muhammad Salikh, a deputy of the Uzbek parliament and leader of the nationalist group, Erk.

The Uzbek leadership's hope of extracting further grants from Moscow seems to guarantee its relative loyalty to the centre at present.

"In light of the centre's economic aid, I think we have to see ourselves as part of the Union," President Karimov told the Uzbek parliament last week during the debate about the forthcoming referendum.

His admission has not prevented him from continuing to denounce other aspects of Moscow's economic ties with Uzbekistan, in an attempt to appease the Uzbek nationalists.

In recent months he has repeatedly tried to wrest control

from the republic's most valued resource, out of Moscow's control by threatening to withhold up to 60 per cent of production for export and direct trade deals with other republics. And at the recent parliamentary session he stressed that Uzbekistan should have the right to establish direct foreign trade links as "an economically independent republic". But in practice, these attempts have had only limited success so far.

And they have failed to appease the republic's nationalist parties, Brlik and Erk.

"At first many of us believed that Karimov was progressive, and maybe a nationalist. But now we just think he's a tool of Moscow," said Mr Muhammad Salikh.

The opposition groups, who claim about a million members, began a campaign last week to vote against remaining in the union. But few of them have much hope of success.

"The Communist Party conservatives will control Uzbekistan, so, since they are telling the people to vote to stay in the union, most of them will be too scared to do anything else," claimed Mr Abdurrahim Pulatov, the leader of Brlik.

After all, it's difficult trying to persuade Uzbek peasants of the importance of democracy, or independence, when at the moment they only care about finding cheap bread.

Walesa asks MPs to dissolve parliament

PRESIDENT Lech Walesa appealed yesterday to a divided parliament to dissolve itself and permit fully free parliamentary elections by the end of May, AP-DJ reports from Warsaw.

He also asked for an electoral law that would ensure strong political parties to ease Poland's democratic transition.

Mr Walesa wants free elections to be held on May 26. He also favours an election law in which half the 460 seats would be elected in a first-past-the-post system such as used in the United States.

The other half would be distributed proportionally, allowing some minor parties to win representation.

Mr Walesa is fighting an election law draft supported by parliament's Constitutional Commission that prefers a proportional representation system.

In a letter read to deputies at the start of a scheduled three-day debate on the elections, Mr Walesa urged the deputies elected in partially rigged elections in 1989 to recognise that

their time has passed. "Time has already rejected the outdated 'round-table' contract. Once it was necessary. Today it cramps national energy and demoralises public life," said Mr Walesa.

The current parliament was chosen according to the "round-table" deal between Solidarity and the Communist party that reserved 65 per cent of seats for Communists and their allies.

Although the Communist party has since dissolved, its former members still represent a powerful bloc in parliament.

Mr Walesa had adopted a flexible stance in debt reduction talks but time was pressing for a decision, the prime minister, Mr Jan Krzysztof Bielecki said yesterday, Reuters reports from Warsaw.

After talks in Germany this week, he said Poland had made fresh proposals to western creditors on its demand for an 80 per cent cut in its \$46.5bn (\$25.2bn) debt.

But he refused to give details.

Slovenia vote reduces ties with army

The western republic of Slovenia yesterday took another step towards independence from Yugoslavia when its parliament voted to stop sending Slovene recruits to serve in the Yugoslav People's Army (YPA), Laura Silber writes from Belgrade.

The law, which was approved overwhelmingly by deputies to the republic's parliament, says: "Slovene men will complete military service only in the republic's territorial defence units and police force unless they wish to serve in the YPA".

Sweden cuts its discount rate

Sweden's central bank cut its discount rate by 1 per cent yesterday to 10 per cent in line with falling market rates, Robert Taylor writes from Stockholm.

The reduction comes into effect today and reflects signs of growing business confidence in Sweden.

Gorbachev recalls liberal for 'US-style' body



Defence minister Yazov (left), KGB chief Kryuchkov and foreign minister Bessmertnykh in the Soviet parliament yesterday

MR Vadim Bakatin, one of the "liberal" members of the Soviet government sacked in a pre-Christmas purge of reformers, has been included in a new eight-man security council approved by the Soviet parliament yesterday, Anthony Robbins writes from Moscow.

The new body, headed by President Mikhail Gorbachev, is modelled on the US National Security Council, but reminiscent of the old-style politburo of the Communist party, a small group of powerful non-elected officials.

Although it includes Mr Bakatin, the former interior minister, and Mr Alexander Bessmertnykh, the foreign minister, its key members are Marshal Dimitri Yazov, the defence minister, Mr Vladimir Kryuchkov, head of the KGB, and Mr Boris Pugo, the interior minister, as well as the prime minister, Mr Valentin Pavlov, and Vice-President Gennadi Yanayev. Also on the new body is Mr Yevgeny Primakov, who played a key role in Soviet diplomatic efforts during the Gulf war. Parliament originally rejected his candidature but

relented after an appeal by Mr Gorbachev.

The formation of the new security council comes 10 days before millions of Soviet electors are to vote in a referendum on the future shape of the Soviet state. Last week Mr Gorbachev warned of the danger of civil war if political passions did not cool.

Yesterday he told the Soviet parliament that leaders of most of the country's 15 republics had approved a draft version of a new treaty of union. But some of those who took part in the long negotiations over the future shape of the multi-national Soviet state indicated that agreement was less complete than the Soviet president claimed.

Mr Nursultan Nazarbayev, the president of Kazakhstan, for example, said the eight republics which took part in the drafting work of the federation council had agreed on only seven out of 10 important points. Seven republics have refused to take part in the talks, including the three Baltic republics which recently held referendums confirming

strong majorities in favour of breaking away from the Soviet Union.

Mr Nazarbayev made clear that Kazakhstan, where ethnic Russians make up more than 40 per cent of the population, wanted the future Soviet state to be defined as a "union of sovereign equal states".

This is significantly different from the definition of the new state to be presented for approval on March 17. The text of the referendum asks voters whether they want to preserve the Soviet Union as "a renewed federation of equal sovereign republics". The rebel republics' insistence on defining the future Soviet Union as a "union of states", rather than a "federation of republics", masks profound ideological and political divisions.

Mr Gorbachev and his supporters are determined to preserve the Soviet Union as a great power. More radical figures like Mr Boris Yeltsin, leader of Russia, want a looser form of union on the basis of an agreement between sovereign states similar to the European Community.

Lisbon may curb economic data

By Patrick Blum in Lisbon

THE Portuguese government is proposing sweeping state secrets laws which could ban the publishing of basic economic information on the grounds that it might undermine the national interest.

There has been unanimous condemnation of the ruling Social Democrats' proposals from opposition parties. Commentators suggest the proposed law harks back to the days of the Salazar dictatorship.

The bill seeks to ban, among

other things, financial information which could prejudice the country's interest or diminish the government's capacity to manage the economy (such as discussions about interest and exchange rate policies, on foreign borrowing or of possible changes in taxation).

The draft law also seeks to ban publication of matters considered to put at risk national independence and internal and external security; information on government negotiations with other countries or inter-

national organisations; commercial, industrial, scientific or technical information related to national defence or which must remain secret to ensure Portugal's economic and technological competitiveness.

Mr Costa Andrade, secretary of state for justice, said the law was clear. Proof would be needed before anyone could be accused of having broken the law, he added. Whoever obtains "illegitimately" any state secret could face three years in jail.

Italy spends £872m on its test-tube entrepreneurs

BRIGHT-EYED, bespectacled Alberto Ortolani has, at the age of 26, become a sort of "test-tube entrepreneur", John Wyles writes from Rome.

He is one of more than 5,000 aspiring young businessmen whose attempts to launch their own companies in the Italian south are being carefully nurtured by the Italian state under an innovative system of business tutoring.

After nearly four decades of extremely expensive policies which have disappointed every hope of closing the prosperity gap between north and south, Italy is now beginning to evaluate the first fruits of an experimental law passed in 1986 designed to sow and then fertilise the seeds of an entrepreneurial culture in areas where it is so

manifestly lacking. *Legge (Law) 44*, as it is known, is not just of interest to Italians. The concept of providing external consultant midwives to nascent companies is also being pursued in France, Britain and Germany.

A conference organised by the OECD in Naples last week heard several accounts of how company tutoring was potentially a much more effective means of launching small businesses than more formal management training schemes which may only partially equip the entrepreneur for the daily problems which will undoubtedly confront him.

"You become an entrepreneur by doing it, not by going to school," said Mr Carlo Borgomeo, the chairman of

the Committee for the Development of Young Entrepreneurs, which administers *Legge 44*.

The committee has so far allocated L1,900bn (£872m) in launching and tutoring some 675 business projects with a combined potential payroll of 14,000, mainly in the Italian south. The law is not ungenerous, providing a grant to cover 60 per cent and soft loans for a further 30 per cent of capital equipment costs, together with three-year operating subsidies.

One unusual characteristic of the scheme, given the relative ease with which public aid is distributed in the south, is the rigour with which projects are selected. The 675 which have been approved are only one third of the total

which have been submitted. Most of those rejected have failed to convince the committee that there is a market for their products or services.

Tutoring services are being supplied by large private companies such as Olivetti and Fiat.

Critics of *Legge 44* have pointed to the high cost of job creation (around L65,000 a job) and the likelihood that many of the businesses would have started anyway. However, Mr Ortolani doubts whether he and his two brothers could have started manufacturing water soluble plastic materials in Naples without the L65m afforded by *Legge 44* and without the tutoring they are receiving from a Fiat subsidiary.

Slowdown in French growth

By Ian Davidson in Paris

THE RATE of output of the French economy has slowed in the early months of this year, so that it is now growing at only about 1.5 per cent a year, according to the latest assessment of the National Statistical Institute (Insee).

This is a steep slowdown compared with last year, when GDP expanded by around 2.8 per cent. It compares with the previous Insee assessment of last December which forecast economic growth in the first half of this year at a rate of 2 per cent.

The slowdown reflects the impact of slower growth in world trade, high interest rates, and the decline of the yen and the dollar, says the Institute.

Manufacturing output was down by 1.3 per cent last year. Slow growth is also expected in the first half of 1991. Worst hit have been components manufacturers and the car industry. Productive investment, formerly a motor of economic growth, started to level off at the end of the year, though still at a relatively high level.

Inflation eased from 3.6 per cent in December 1989 to 3.4 per cent in December 1990.

New orders booked by French aerospace companies fell by 9.6 per cent in 1990, partly reflecting the high level of orders in 1989, the embargo on Iraq and the weak dollar, AP-DJ reports from Paris.

Restraint in vogue at Milan shows

Haig Simonian joins the scramble for a seat by the catwalk

Members of the world's fashion caravan swung into Milan this week for the designer collections being modelled for the coming autumn-winter season.

The twice-yearly ritual of the shows, which are held at hourly intervals from Sunday until Thursday, seldom changes as photographers, journalists and buyers press, push and pulse to gain entrance to the huge halls of the Milan trade fair in which top designers like Ferré, Krizia and Valentino display their latest creations.

The fact that seats are normally allocated, and that lengthy delays are a matter of course, makes no difference to the hordes striving to get in.

By far the bulk of the audience is female. This year, the Italians, inevitably in the ascendancy, appeared more dominant than ever as the number of US and Japanese visitors dropped in the wake of shared fears about airline travel and the economic downturn in the US.

Accordingly, that special species, the US fashion buyer in her mid-50s, weary and weighed down with heavy bags, but just as determined to gain admittance as the rest of them, was clearly outnumbered by the younger European version, all designer accessories and sunglasses to boot.

Quite how any serious buyer or fashion writer can see enough through dark glasses to make serious judgments about the clothes being shown remains intriguing. "It's just as you don't see that all those fashion editors are really asleep," claims one old hand.

The mix of visitors is not all that has changed this season. Suddenly, "restraint" and "discretion" are "in".

A few top designers, like Missoni, have forsaken the fair for the more intimate surroundings of their city-centre showrooms. Others, like Krizia, have cut their number of shows, while some have also reduced the amount of models used.

The same trend has been visible in many of the clothes. Hence the marked shift away from the sexy-exposed acres of flesh so prominent at last October's spring-summer collections has not been dictated by seasonal factors alone.

Whether influenced by the Gulf war, as some designers have claimed, or by harsher economic realities at home, Italy's top fashion names have moved towards moderation.

However, disorganisation, lateness and mistaken seating remain realities that have not changed. Yet somewhere along the way, the magic starts. Perhaps the chaos is actually essential to the sense of spectacle when the lights finally go down.

The technical side is faultless but superbly reproduced music and outstanding lighting are just adjuncts to the sense of occasion as that thin catwalk, first hidden in darkness, is suddenly bathed in light.

For male observers at least, it is breathtaking. With make-up perfect and not a hair out of place, scores of beautiful young women, presented at their most stunning, parade the imaginative feats of one of the world's most design-conscious and creative countries.

The clothes themselves can tell different stories. This week has brought the cool elegance of Trussardi and the outlandish 80s' pop art of Alma, whose cultural signposts seem to have got badly confused as La Cage aux Folles met the planet Mars.

The photographers, who of course have seen it all before, are a good crowd to be in with.

Sometimes aggressive, as when the shouting matches that often take place in the rush for positions occasionally turn into fully-fledged fights, their racy, chauvinist and even admiring interjections provide an instructive commentary.

Their focus, of course, is on the models. Milan is said to exercise a particular pull



Stylish yet restrained: Gianfranco Ferré

in the early career paths of many budding models, particularly those from the US.

But the Milan collections drew their share of the biggest names of the profession too, as the city fills up with what the Italians inevitably refer to as "top" models, rather than just plain models.

This year, both Germany's Claudia Schiffer and Ludmilla, the severe Russian redhead, made their Milanese debuts alongside more established stars of the modelling galaxy like Linda Evangelista and Naomi Campbell.

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INTERNATIONAL NEWS

Time Warner plans 150-channel cable TV system

By Alan Friedman in New York

TIME WARNER, the US media and entertainment group, yesterday unveiled plans for a 150-channel, two-way interactive cable television system in the US and Europe.

Mr. Steve Ross, Time Warner chairman, said he expected that the system would be introduced across America within two years, at an estimated total capital cost of \$300m-\$400m.

The company also hoped to start launching the service internationally, through local partnerships, within 12-18 months, he added.

The system, making use of the latest fibre optic technology, is to start operating later this year in the Queens area of New York.

It will be programmed to allow subscribers to watch round-the-clock access to pay-per-view movies, plus home banking, home shopping, personal computer links, fax transmission, voice interactive services and personal communications networks. Some of these services will require licence approval.

Mr. Ross said the increased offering of pay-TV channels and two-way computer services was expected to double Time Warner's annual cable TV revenues of \$1.5bn in five years. Time Warner's aim is to fill the 150 television channels with a wide range of niche programming, including educational, entertainment, home shopping and ethnic broadcasts.

'Stolen documents used to blackmail Westpac bank'

By Kevin Brown in Sydney

WESTPAC Banking Corporation, Australia's biggest bank, claimed yesterday that documents stolen from its Sydney headquarters were being used to blackmail it into dropping a civil court action for the return of allegedly embezzled funds.

The letters, written by Westpac solicitors in 1987, have been at the centre of a legal and political battle between the bank, politicians and some of Australia's biggest media groups.

The documents contain details of the alleged mismanagement of foreign currency loans by Pacific Partnership, a former merchant bank subsidiary, which are the subject of litigation by some borrowers.

Mr. Stuart Fowler, managing director of Westpac, said Westpac had been told the documents would be made public "if it did not discontinue certain civil litigation brought by the bank to recover very large sums allegedly misappropriated".

Westpac has been fighting for several weeks to prevent publication of the documents, copies of which have been posted anonymously from France and Belgium to media organisations and politicians. Extracts have been published in some Australian newspapers and aired in state parliaments, but public comment has been restricted by court injunctions obtained by Westpac. Mr. Fowler released copies of two of the letters yesterday, following a request from a federal parliamentary committee which is investigating the banking industry.

But he refused to give details of the alleged blackmail campaign to avoid prejudicing a fair trial of pending criminal charges relating to the blackmail allegations.

The letters, written by Allen

Allen and Hensley, the bank's solicitors, relate to foreign currency loans made to Australian residents through Pacific Partnership in the mid-1980s. Many borrowers lost substantial sums when the Australian dollar depreciated in 1987.

The letters describe a "management vacuum" within Pacific Partnership, and say the loans were "a bad idea, introduced at the worst possible time, and badly managed".

Mr. Fowler said there had been a "deliberate and orchestrated campaign" to publish the letters by journalists and others who were "prepared to traffic in stolen documents".

He also suggested that Senator Paul McLean, who has been a critic of Australia's banks, had distributed copies of the stolen documents in contempt of a ruling by the New South Wales Supreme Court.

Senator McLean has described the management of the Pacific Partnership loans as "serious malpractice perpetrated by senior bank personnel, which will shake Australia's banking industry to its very foundations".

Westpac says the letters and documents relate to an inquiry into Pacific Partnership's financial problems by the bank when it became aware of problems with fewer than 100 managed foreign exchange accounts.

The offshores loans offered borrowers interest rates lower than domestic rates, but the system hit problems when the value of the Australian dollar began to fall against other currencies, causing a rise in the repayments.

The bank says it addressed the problems "in a timely and appropriate manner", and subsequently closed Pacific Partnership. However, the publication of the letters is likely to lead to further allegations of mismanagement.

Democrats lie low as George Bush rides high

The president has record ratings after the war, but he's vulnerable on the home front, writes Lionel Barber

SHORTLY after President Bush's approval ratings shot up to 90 per cent in the polls, Republican Congressman Newt Gingrich of Georgia said: "The number of people who don't like George Bush is almost down to the number of people running for this Democratic nomination."

With the presidential election just 20 months away, the Democratic party looks about as combat-ready as the Iraqi army. A convincing candidate has yet to step forward, and the party's leadership appears demoralised - jolted by Republican taunts that most Democrats voted in January against the use of force in the Gulf.

Mindful that this could be a big campaign theme next year, commentators such as Mr. David Broder of the Washington Post are suggesting that

the Democrats may not have conquered the legacy of the Vietnam war which split the party. Just to prove the point, Mr. George McGovern, whose anti-Vietnam campaign was crushed by President Richard Nixon in 1972, is dropping hints that he wants to run in 1992.

This week, the first outlines of the Democratic counterattack began to emerge. Its fundamental premise is that how ever heroic Mr. Bush's exploits may be abroad, his record at home is highly vulnerable.

Sooner or later, the pendulum must swing away from the "parade politics" of the Gulf war to issues such as jobs, wages, health and education. Opinion polls indicate that voters agree. A Washington Post poll this week revealed a 20-30 point gap between Mr. Bush's foreign policy approval

ratings and his ratings on issues such as education, the economy and the environment.

The future course of the economy remains critical to the Democratic sales-pitch. Democrats greeted this week when Mr. Alan Greenspan, the Federal Reserve chairman, predicted a boost to consumer and business confidence in the coming months as a result of the Gulf war. Their hopes are pinned on Mr. Greenspan's other worries: the unavailability of bank credit and the problems in the property markets.

Mr. David Dreyer, communications director for Congressman Richard Gephardt, House majority leader and a potential presidential candidate in 1992, pointed out yesterday that the war had papered over troubling news for the country.

"Chrysler stopped making cars for a short period last month; Citicorp sold 15 per cent of its stock to a Saudi prince; Chase Manhattan sold its asset management business to a Swiss group; 80 per cent of microchips used in the US are now being manufactured abroad, mostly in Japan. These are stories about the decline of American strength and the loss of American jobs," he said.

A group of senior Democratic Senators led by Mr. Lloyd Bentsen, another potential candidate in 1992, this week put forward a bill to provide aid to encourage developing countries to buy US products and services, and strengthen US trade policy against the Germans and Japanese.

Trade in the "elephant" issue. House Democrats led by Mr. Gephardt are warning the White House of heavy opposition to the proposed US-Mexican Free Trade Pact because of

concerns about cheap labour flowing over the border. The Democrats price for approval will be more money for work retraining, combined with other labour and environmental issues.

A second pointer will come next month, when Democrats intend to force a vote on Mr. Bush's budget, specifically his proposal for a capital gains tax cut and the planned heavy cuts in Medicare health care for the elderly.

Mr. Kevin Phillips, a Republican political analyst, says the Democrats can partly defuse the Gulf war factor through tactical attacks. "How much are the allies really paying, what are the Japanese doing, just how much did Jim Baker promise the allies for their support? There are a lot of IOUs out there."

To date, however, no single Democratic candidate has come forward knitting these domestic and foreign themes into one coherent view, and time is running out.

Senator Sam Nunn, bruised by his vote against force last January, seems to be holding back, as does Governor Mario Cuomo of New York. Mr. Gephardt and Senator Al Gore seem interested, but they may be waiting for Mr. Bentsen to decide.

As for Mr. Gingrich, he is urging Desert Storm veterans to join the Republican party and run against incumbent Democrats. Yet only four months ago, the same congressman was denouncing Mr. Bush for his budget deal. Memories are short in Washington, which encourages Mr. Dreyer to predict: "The bigger everyone builds up Mr. Bush, the harder he will fall."

Dissolution of Indian parliament delayed

By David Housego in New Delhi

THE expected dissolution of the Indian parliament was delayed yesterday by procedural disputes between Mr. Rajiv Gandhi's Congress party and the main opposition parties.

The opposition, led by the Hindu BJP party and the Janata Dal, demanded that President B. Venkatarman announce his intention to dissolve parliament before they agreed to support a finance bill to enable the government to meet current spending after March 31.

The finance bill and other measures, such as a constitutional amendment to prolong direct rule from Delhi over the Punjab, need to be passed before parliament is dissolved.

The opposition's intention in making these demands is to prevent last-minute manoeuvring by Mr. Rajiv Gandhi. They feared that if the finance bill, a "vote on account", was passed, Mr. Gandhi might feel free to renew his attempts to form a government, thus postponing elections.

Both Mr. Gandhi and the president strongly objected to what they considered the "blackmail" tactics demeaning the president's office.

Parliament, which the president had been expected to dissolve yesterday, was adjourned to Monday. The intention then is that it pass the "vote on account" and other urgent measures, before it is dissolved.

A Congress spokesman said yesterday his party favoured immediate elections.

This did not prevent increasing speculation that Mr. Gandhi was seeking to form a new government under his own leadership. His party remains severely divided over the best course of action.

All the other parties - a majority in parliament - remain committed to a dissolution and early elections.

Standard and Poor's has downgraded implied ratings of India's long-term debt to BBB+ from BBB, and short-term debt to A-1 from A-2, and placed CreditWatch.

S/P said the actions reflect serious strains in India's already difficult external liquidity and overall payments positions, whose management is being hampered by a weakened political leadership.

India's state of uncertainty, Page 19



A subdued Mrs. Mandela arrives at the Rand Supreme Court in Johannesburg yesterday

Mandela witness 'had to wipe blood off wall'

By Patti Waldmeir in Johannesburg

A KEY witness in the trial of Mrs. Winnie Mandela claimed yesterday that he was forced to wash his own blood from the walls of a room where Mrs. Mandela and others had been severely beaten.

"There was blood all over," Mr. Kenneth Kgeese, 31, told the Rand Supreme Court, where Mrs. Mandela and three others are being tried on charges of kidnapping and assault.

On Wednesday, Mr. Kgeese told the court that Mrs. Mandela and others punched, whipped and kicked him and three younger boys at Mrs. Mandela's Soweto home.

On the morning after the assault, he said, Mrs. Mandela's chief bodyguard, Mr. Jerry

Richardson, ordered three of the boys to wash blood from the walls of the room where Mrs. Mandela and others had been severely beaten.

The agreement between the government and the London Club, which involves payment to the banks of some \$300m of arrears, clears the way for these loans.

The role the commercial banks themselves will now play in the project's financing remains in question. Under the original package agreed last

June, commercial banks were to be called on to provide for up to \$80m of finance.

Mr. Enos Mabusa, Chief Minister of Kwangwena, one of South Africa's most respected political figures, yesterday announced his surprise resignation after 13 years in office, writes Philip Gawth in Kwangwena.

Mr. Mabusa won a reputation for genuinely improving the lot of his people. He also identified himself with the aspirations of the African National Congress (ANC) long before it was fashionable to do so.

Those close to Mr. Mabusa speculated that his decision may have stemmed from dissatisfaction with the government following the February 26 meeting between state president Mr. F.W. de Klerk and homeland leaders.

His political stature is recognised across party lines.

Although Mr. Mabusa stressed that he did not have political ambitions, he did allow the possibility that he might re-enter politics if his people demanded it and he thought there was a role for him to play.

Deal sets \$1bn Nigeria project back on track

By William Keeling in Lagos

FINANCING for the \$1bn Oso-condensate project is back on track, following an agreement in principle between the government and the London Club of commercial banks on the rescheduling of Nigeria's \$5.2bn bank debt.

Nigeria has been in arrears to the banks, which had threatened to retaliate by exercising their right to refuse the government permission to offer security against loans required for the Oso-condensate project.

Without federal government security, the World Bank would have been unable to follow through on a \$150m pledge to the Osoproject. Also in doubt were loans totalling \$400m from the United States and Japanese Eximbanks and Coface, the French export credit agency.

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\$300m has already been committed to the project and that contracts worth \$450m have been awarded.

The price for Nigeria's condensate bank debt has risen to 42 cents in the dollar, up three percentage points since last week's \$5.8bn rescheduling agreement, which includes a debt buy back provision, was initiated by the government and the London Club group of commercial banks. It reflects speculation that the previously anticipated 40 cents in the dollar.

Mr. Lucio Jimenez, the FNT secretary-general, said the unionists' reduced their demand to a 425 per cent increase but that also was rejected by the government.

The US House of Representatives banking committee approved \$30m for the federal buy-out of the debt and loan industry. Reuter reports from Washington. The administration sought the money to keep the operation running through September. The funding bill has no conditions attached, and was passed 86-13.

These rates are published monthly by the Financial Times, normally on the second Tuesday of Friday of each month, whichever is sooner. They apply to all export credits, except that on those to middle-income and poor developing countries the OECD matrix rate can be used if lower. This is a standard set of rates reviewed twice a year, in January and July.

Investors 'turn away from Latin America'

INVESTORS are losing interest in Latin America, despite efforts by many governments to attract foreign capital, Mr. John Reed, Citicorp chairman, warned yesterday, John Barham writes from Buenos Aires.

Eastern Europe and the Soviet Union would demand more capital, and the end of the Gulf War would attract even more to rebuild Kuwait and Iraq, he said during a visit to Argentina.

He urged Argentina to reduce its \$7.5bn (\$3.9bn) interest arrears. It began making interest payments to foreign banks last month, but has rejected calls to raise monthly payments to \$100m from \$60m.

Power-limiting law Brazil's House of Representatives has passed a law limiting President Fernando Collor de Mello's ability to issue decrees. If approved by the Senate, it will greatly reduce the president's power, Victoria Griffith reports from Sao Paulo.

The curbs were proposed because of growing congressional fears the president was abusing his powers to effect without congressional approval.

The president made use of these laws in putting into effect the Collor Plan last year and the new economic plan a month ago. The constitution gives the president the right to use the laws in times of "relevance and urgency".

Nicaragua pay row Talks between the Nicaraguan government and opposition trade unions have broken down, with no agreement on pay rises, Tim Coome reports from Managua. The latest round of pay-bargaining was triggered by an 80 per cent devaluation last weekend. The powerful National Workers Federation is asking for an across-the-board 600 per cent pay increase.

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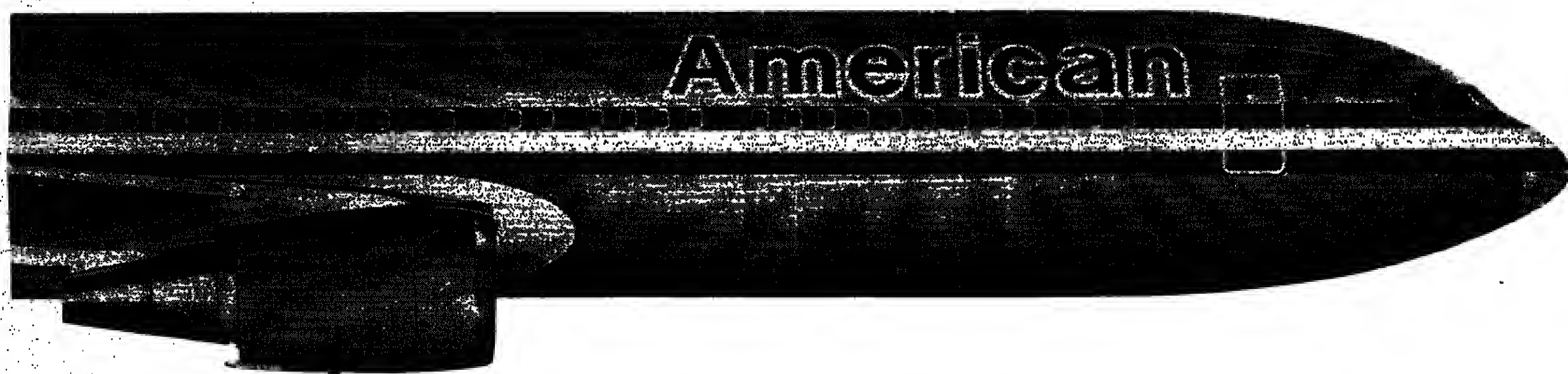
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السعودية

UK NEWS

Government upholds move to strip BA of Tokyo slots

By Paul Betts, Aerospace Correspondent

MR MALCOLM RIFKIND, the transport secretary, yesterday upheld a controversial decision by the Civil Aviation Authority to strip British Airways of two of its weekly landing rights at Tokyo's Narita airport and hand them over to Virgin Atlantic, BA's smaller rival. The move has set the stage for a confrontation with BA, the UK flag carrier.

The decision comes barely two days after Mr Rifkind lifted restrictions on new airlines flying to London's Heathrow airport, BA's main operating base.

BA, which opposed the move to open up Heathrow to all airlines, said Mr Rifkind's decision to hand over two of its slots at Narita to Virgin would weaken the airline's position against increasingly tough international competition.

BA appealed to Mr Rifkind in January against a CAA ruling to take away two of its Tokyo slots after a public hearing. Lord King, BA's chairman, made it clear at the time that he intended to fight to retain the Tokyo slots - arguing that the move did not constitute competition but substitution of one airline for another.

Lord King has also suggested that some of his company's shareholders might decide to take the government to court. He argued that the airline had been given assurances at the time of its privatisation four years ago that there would be



Malcolm Rifkind: backs route transfer to Virgin

no arbitrary changes in its routes and in regulatory policies.

Mr Richard Branson, the chairman of Virgin Atlantic, had sought additional slots at Narita to operate a daily service between Gatwick and Tokyo.

He argued that unless he could operate daily services he would be unable to compete on this expanding route. He also said his airline would increase customer choice and competition on the route.

Virgin Atlantic had sought six additional weekly slots at Tokyo, but the CAA decided to grant it only two. This enables the independent carrier to operate six instead of four weekly services to Tokyo. This

nonetheless constituted a victory for Virgin and a setback for BA.

The problem arose because there are only 38 weekly slots available for UK carriers at Narita and the Japanese authorities have refused to grant British carriers additional slots.

BA blamed the UK government yesterday for failing to negotiate a more favourable bilateral air service agreement with Tokyo. "The government failed during last year's UK-Japan bilateral talks to conduct a tough US-style negotiations," BA said, referring to the successful way in which the US recently secured additional slots at Narita for four US carriers.

BA added that the Japanese authorities had imposed an artificially low number of aircraft movements per hour at Narita. "We now have to pay for the government's failure. Our business, our shareholders, and this country will suffer," BA said.

But Mr Rifkind said that both BA and Virgin would be able to offer more seats on the Tokyo-London route this summer than last. Coming on the heels of his move to open up Heathrow to more competition, Mr Rifkind's decision on the Tokyo route further underpins his commitment to liberalise air transport and develop a multi-airline industry in the UK.

Policy unit to consider idea of wage bargaining

THE PRIME minister's policy unit is to consider the national co-ordination of wage bargaining in a move which could mark a break with the government's previous hostility towards central pay determination, writes Michael Smith.

The initiative follows more than a decade in which the government under Mrs Margaret Thatcher repeatedly stressed that pay should be determined at a local level by individual employers.

There has been growing interest among unions and some academics in the co-ordination of pay settlements each year, involving a national discussion between employer and union representatives - and, possibly, the government.

The policy unit has invited the Campaign For Work, a pressure group which backs wage co-ordination, to a meeting later this month.

It is understood that the Department of Employment was not consulted about the invitation.

Mrs Molly Meagher, Campaign For Work director, said the unit wanted to discuss issues including training, but had made clear that its primary interest was in discussing pay co-ordination. The policy unit said it could not comment on the topics it was examining.

The invitation comes three months after government ministers rejected an offer by leaders of the Trades Union Congress to attend national talks on pay and productivity to ease Britain's full entry to the European Monetary System.

Mrs Sarah Hogg, the former economic journalist, was appointed to head the policy unit by Mr John Major shortly after his election as leader of the Conservative party in November. Mrs Hogg is seen as more of a pragmatist than Professor Brian Griffiths, her predecessor.

Mr Michael Howard, employment secretary, has rejected the idea of wage co-ordination. The idea has also been strongly criticised by the Confederation of British Industry, the employers' organisation. Both have emphasised the need for local productivity bargaining.

Major assault on Scottish voters

James Buxton on changing Tory party fortunes north of the border

FOR THE second time in less than two months, Mr John Major, the prime minister, is visiting Scotland. The official line is that he has again come to listen. But he clearly believes it is a priority to try to recover ground lost by the Conservative party in Scotland under Mrs Thatcher.

Scotland is one of the few parts of Britain where the Conservatives could hope to gain seats at the next election, though until recently further losses seemed likely. After the last general election, only 10 of Scotland's 72 MPs were Tory and the party had 24 per cent of the vote. This compared with 22 MPs and 31.4 per cent of the vote in 1979.

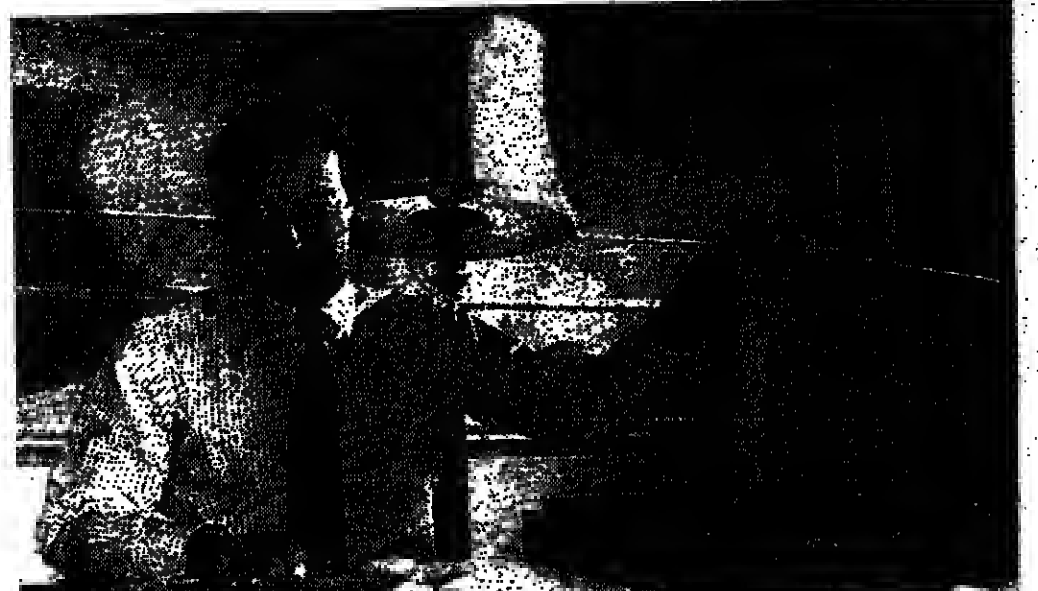
When Mr Major visited Edinburgh in January he said: "If you think I am only interested in holding our ground in Scotland or picking back one or two seats, you are wrong. I want a great deal more than that."

Scots who met him were taken aback by his friendliness and well-preparedness after the combative style of his predecessor. At a meeting with Scottish journalists, who are used to being harangued by the previous prime minister, one grizzled reporter asked for Mr Major's autograph.

The departure of Mrs Thatcher produced an immediate jump in the Tories' opinion poll standing in Scotland - from 16 per cent in November to 24 per cent in December. This rose to 30 per cent in January - the highest level since 1983 - but fell back to 23 per cent by the end of February.

Mr Ian Lang, the Scottish secretary, says the main reason for the party's revived popularity is that Mr Major "has struck a chord with his measured and articulate manner." Another reason is "a growing recognition of the greater inherent strength of the Scottish economy and a feeling that Scotland is not bearing the brunt of the recession."

Mr Lang is very different from Mr Malcolm Rifkind, his predecessor. Mr Rifkind was spiky and argumentative; Mr Lang is calm and restrained. Mr Rifkind was inclined to tell people they were wrong, whereas Mr Lang simply asserts his own point of view. Mr Rifkind was usually fun; Mr



Scottish secretary Ian Lang, above, thinks Major has struck a chord with the electorate

Lang could be described as rather dull.

For five years he toiled away in the Scottish Office as minister of state, attracting little attention outside Scotland. With unflagging patience, he repeatedly argued the merits of the poll tax (which pays for local services) and which was introduced in Scotland. Always well-groomed and untruffled, he became master of the defensive batting stroke.

What most people never see is a man who can make a superb after-dinner speech and mimic a variety of accents to perfection. "I do wish Ian would show the amusing side to his personality more often," is a lament often heard among his supporters.

Mr Lang has thrived in the lighter atmosphere in Scotland which followed the departure of Mrs Thatcher. The former prime minister was so unpopular in Scotland that she tainted everything the government did, as well as splitting the Conservatives between moderates and Thatcherites. The latter were led by Mr Michael Forsyth, the Scottish Office minister who was chairman of the Scottish party for a turbulent year until last summer.

"There's a buoyancy in the Tory party associations that has not been seen for some time," says Mr Lang, pointing to the creation of new branches in north-east Fife and his own Galloway constituency. "I don't know if our rise in the opinion polls will be sustained but I do feel confident when I see the enthusiasm of our supporters on the ground."

Mr Forsyth, who might have expected in due course to have become Scottish secretary if Mrs Thatcher had stayed in office, is keeping a relatively low profile as minister of state for education and health, wrestling with the introduction of testing in primary schools.

But even though signs of recession are much less glaring in Scotland than in the south of England and unemployment has only recently edged upwards, there are plenty of problems facing the Scottish Office team. Mr Lang may also have begun to realise, as did his predecessors, that the job of Scottish secretary confers responsibility with little power.

Currently he is embroiled in arguments with the government in London over the future of the poll tax, having invested so much political capital in the tax he is believed to be arguing for improving it, rather than returning to the old property-based system.

Yet the accelerating run-down of the Scottish steel industry - with 3,000 jobs lost this year and the Ravenscraig plant being cut down to a single blast furnace - seems to

have met with more resignation in Scotland than might have been expected. But Mr Lang rejects the idea that the seemingly doomed steel industry should be closed as soon as possible. "I'm not going to be the one to write off the steel industry. It would be quite wrong and premature from what is still potentially a major employer."

Arguably a bigger potential problem is the possible closure of the Rosyth naval base in Fife, with the potential loss of 2,300 jobs. The Ministry of Defence now says this looks probable. The idea of closure came suddenly and to many Scots looks like a typical example of the interests of the south of England being favoured at their expense.

All Mr Lang will say is that closure is one of many options. "I am fully aware of the economic implications of an adverse decision," he adds. The decision by the US to close its submarine base at Holy Loch was another unexpected blow.

Yet there are some encouraging signs for the Scottish Conservatives: the fight, by Labour and Liberal Democrats for a Scottish parliament has lost some of its urgency with Mrs Thatcher's departure. An opinion poll this week in the Scotsman showed support for the constitutional status quo at 25 per cent - it has rarely exceeded 20 per cent since 1984.

Daiwa's HQ hampered by listing

By Andrew Taylor, Construction Correspondent

PLANS by Daiwa, the Japanese securities house, to build a European headquarters at London Wall in the City of London have been thrown into confusion because a building which occupies part of the site has been listed.

The listing last month by the Environment Department could prevent the company from proceeding with plans to demolish a 1920s telephone exchange which currently stands in the way of the development.

Daiwa is understood to have paid about £100m to acquire the site two years ago from

London & Edinburgh Trust, the property developer.

Mr Nicholas Clegg, vice-chairman of Daiwa Europe, said yesterday: "We have heard of the listing. We are attending to it. But it in no way affects our existing decision to establish our European headquarters in London."

Listing of buildings of architectural or historical importance imposes restrictions on developers seeking to demolish or alter the premises.

The design of Daiwa's headquarters by architect Richard Rogers, which includes the demolition of the telephone

exchange, had been approved previously by the Royal Fine Arts Commission.

The building of more than 300,000 sq ft is planned to accommodate about 1,000 people. Daiwa said yesterday that no timetable had been set for the completion of the development.

The listing of the exchange in Wood Street was requested by English Heritage.

The move has angered the City of London Corporation, which had worked closely with Daiwa and Richard Rogers in the preparation of the proposals.

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FT SURVEYS

THE KOREA - EUROPE FUND LIMITED INTERIM REPORT

The directors of the Korea-Europe Fund Limited announce the unaudited results for the six months ended 31 December 1990.

	At 31 December 1990	At 31 December 1989
Assets applicable to ordinary capital	US\$ 000	US\$ 000
	125,414	116,400
Net asset value per share	\$4.57	\$5.63
	Six Months Ended 31 December 1990	Six Months Ended 31 December 1989
	US\$ 000	US\$ 000
Dividends & interest from investments	211	66
Deposit interest	25	29
Total Revenue	236	95
Expenses and interest	830	751
Deficit before taxation	(594)	(656)
Taxation on the revenue	34	14
Deficit after taxation	(628)	(670)
Deficit per share	2.19 cents	3.24 cents

Over the six months to 31 December 1990 the net asset value of the Company fell by 6.0 per cent compared with a fall in the KSE Composite Stock Price Index of 3.3 per cent and a fall in the value of the Korean Won against the US Dollar of 0.1 per cent. The performance of the Korean Stock market during the period was considerably better than most others in the region having already fallen sharply during the first half and with many investors in Korea believing that the conflict in the Gulf would be short lived. The company maintained a relatively high level of liquidity as the Managers felt that this optimism was misplaced and the Company, did not, therefore, fully participate in the market rally during October.

Dividend payments by Korean companies are concentrated into the second half of the Company's financial year and as a result there is a deficit of revenue for the six months of the current year. The Directors anticipate, however, that there will be a surplus of revenue available for distribution for the year ending 30 June 1991.

The Interim Report will be mailed to registered shareholders at their registered address on 18 March 1991 and will be made available to holders of depositary receipts at the offices of Schroder Investment Management Limited, 33 Gutter Lane, London EC2V 8AS.

Depositary Morgan Guaranty Trust Company of New York, Brussels Office, 35 av. des Arts, 1040 Brussels

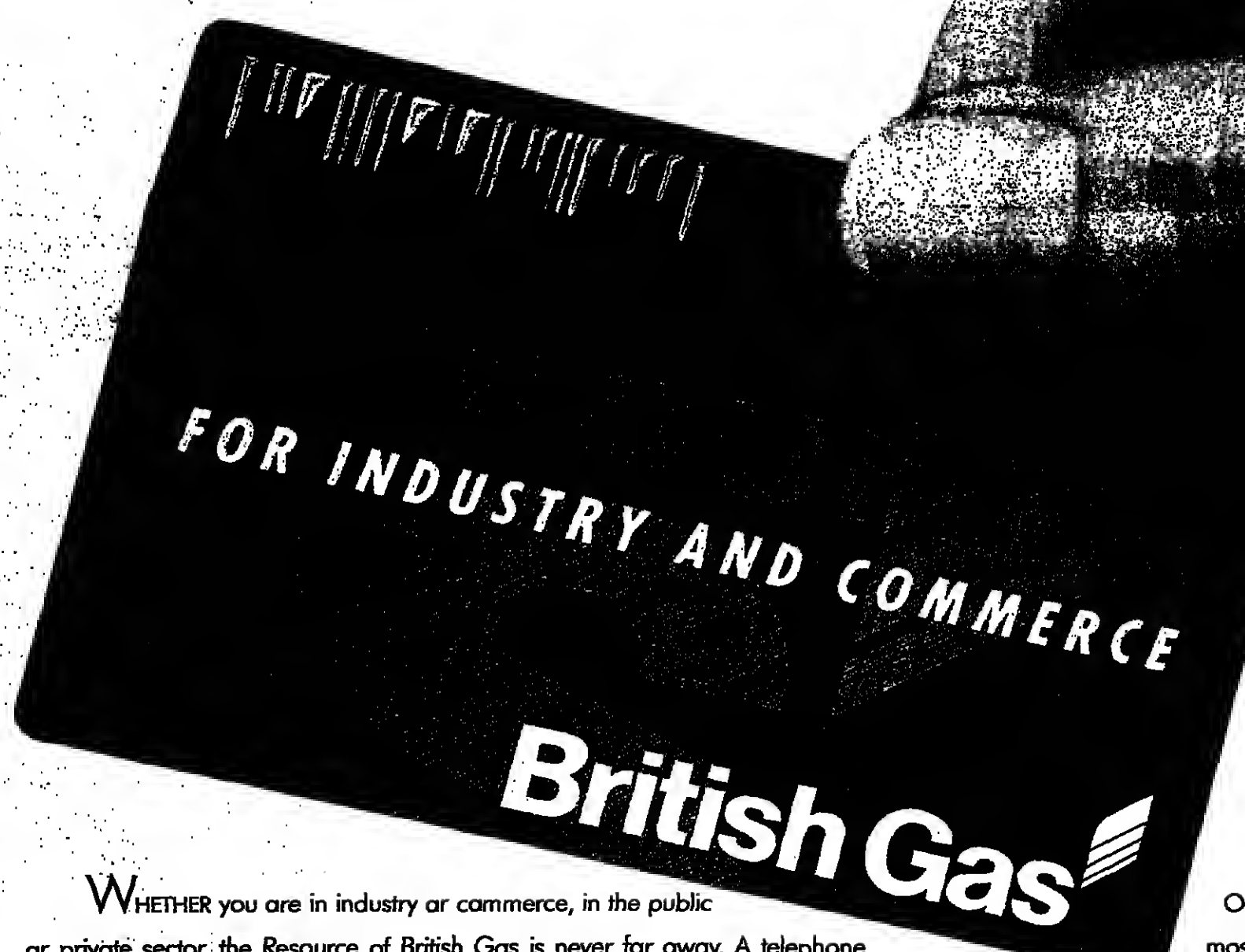
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البريد ١٥٥١

UK NEWS

HEALTH SERVICE

Doctors say reforms will cost £80m

By Alan Pike, Social Affairs Correspondent

MANAGEMENT salary costs in Britain's state-run National Health Service (NHS) are likely to rise by at least £20m a year as a result of next month's health reforms, the British Medical Association (BMA) said yesterday.

The BMA, the professional body representing Britain's doctors, has campaigned against the reforms to the health service.

It believes that its fears that such reforms would lead to a growth in the size and cost of NHS bureaucracy have proved correct.

Dr Ian Field, BMA secretary, said the association was demanding a government guarantee that "the additional money that is going to flow

from this explosion of bureaucracy is not going to come from the clinical care of patients".

The BMA estimate of an extra £20m in managers' salaries is based on monitoring of recruitment advertisements. It says that, in the six months between last May and October, health authorities advertised for almost 1,800 new staff to fill administrative posts created specifically in response to the NHS changes. The BMA survey shows a wide range in the number of new administrative posts created by the reforms.

The total salary bill for these posts was £11m, and the £20m estimate assumes the continuation of the trend for a year. A check in January showed

that it was continuing, and that the first 57 hospitals and other facilities which are due to become self-governing trusts next month had already begun recruiting drives as well.

Administrative costs in the NHS - estimated at around 6 per cent of total expenditure - are lower than in most other health care systems.

Dr Field said the US system's administrative costs were triple those of the NHS and there was a danger that the reforms would "push the UK in that direction".

He said the estimated £20m increase in managerial salaries compared with £14m promised by ministers to reduce junior doctors' working hours, and £35m which the government

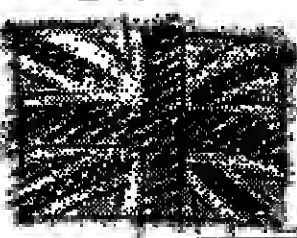
provided in January to cut hospital waiting lists.

Next month's reforms will separate the funding of health care from its provision. The BMA says that the funding split will lead to many jobs having to be duplicated in health authorities purchasing services and hospitals providing them.

Its £20m estimate covers only specific managerial posts, and takes no account of extra staff recruited to support the new managers. Dr Field said he did not believe higher managerial costs could be financed through further NHS efficiency improvements.

"They have already squeezed that particular lemon fairly dry," he said.

BRITAIN IN BRIEF



Government to claw back power shares

The government confirmed that shares in National Power and PowerGen, the two electricity generators, will be clawed back from overseas buyers and UK institutions. This will give the public 49 per cent of the £2.16bn privatisation share sale when allocations are made this weekend.

As processing of public application forms neared completion, receiving banks estimated that the £200m worth of shares originally laid aside for the public had been between 4.5 and 5 times over-subscribed.

Overseas and UK institutional underwriters are now being invited to take part in a tender where shares amounting to 16 per cent of the total offer are being put up for sale to the highest bidders at levels above the 100p partly-paid price. The deadline for submission of bids by underwriters is 4.30pm this afternoon.

Overhaul urged in judiciary

The Law Society has called for an immediate overhaul of the way judges are appointed and the introduction of a less secretive system based on an independent judicial appointments commission.

In a report on judicial appointments, the society identifies a number of defects in the present system. There is no clear specification of the qualities required to be a judge. It says undue weight is given to the views of serving judges as to who would and who would not make a good judge. The system also places undue emphasis on experience as a full-time advocate.

Policy group for food sector

Leading figures from many of the biggest food manufacturing and retailing companies have formed a group to co-ordinate policy on the ethical and environmental issues which face the sector.

The Industry Policy Issues Council will tackle concerns such as healthy eating, food safety, animal welfare, European Commission legislation, the environment, and Third World development. It will act as a focus for research and debate and try to instigate concerted action across the industry.

Mr John Besant, chief executive of the Institute of Grocery Distribution, which is to co-ordinate the council, said many companies had attempted to tackle such concerns individually, but the institute believed it was necessary to act collectively to formulate a strategy within which companies could operate.

Directors oppose Scots assembly

Company directors in Scotland believe that a Scottish parliament or assembly, which Labour proposes to introduce if it wins the next general election, would cause uncertainty, hinder the creation of wealth, make it more difficult to retain talent in Scotland and make decision-making slower.

The Institute of Directors carried out detailed consultation of its 1,600 members in Scotland on the blueprint for a Scottish parliament drawn up by the Scottish constitutional convention, which consists largely of Labour and Liberal Democrat politicians.

Drop in new house starts

The number of new homes being built fell by more than 13 per cent in January to 12,360, according to figures published by the Environment Department. Housing starts in February are likely to have been further restricted by bad weather which stopped work on many sites in central and eastern Britain.

Builders are waiting to see

whether recent falls in interest rates and the ending of the Gulf War will prompt recovery in the UK housing market which in the south-east has been in recession since August 1988.

Parliamentary speaker retires

Mr Bernard Weatherill, the Speaker of the House of Commons, announced that he would not be standing for re-election at the next election.

The identity of the new Speaker - who is responsible for order in the Commons chamber, running debates and who has a casting vote in the event of a tied motion - now



Weatherill: to stand down joins the date of the general election as the most popular subject for Westminster speculation.

The party that wins the election will have the first nomination, but the choice must also be acceptable to the opposition.

Fall in Lloyd's syndicates

Three hundred and fifty-four syndicates are writing insurance at the Lloyd's of London insurance market this year, 47 fewer than in 1990, Lloyd's reported.

This is the lowest number of syndicates at Lloyd's in more than 10 years and indicates that the

restructuring of the market sought by market leaders is proceeding apace.

At a time when the market's capital base has increased to a record £11.39bn, compared with £11.07bn in 1990, the average size of syndicates is increasing.

Birmingham Six appeal

The credibility of police officers involved in the interrogation of the Birmingham Six could no longer be sustained, the Appeal Court has been told.

Mr Michael Mansfield QC for five of the six alleged IRA bombers who are appealing against their sentences after 16 years in jail, said scientific analysis of interview notes showed they had been altered by police officers. He said two sets of interview notes relating to Mr Richard McIlkenny, which it was claimed were contemporaneous were not.

This meant that the four officers involved, had colluded to suggest the notes were contemporaneous and had lied in court.

The hearing continues.

Employers urge pay freeze

The Confederation of British Industry, the employers' organisation, is advising its member companies to freeze pay, or put back pay settlement dates, to curb costs in the recession. The advice is being given to companies in a spring briefing.

The CBI briefing tries to persuade companies that the spread of settlements is widening and more employers are now breaking the link between pay settlements and the rise in the retail price index. The advice follows attempts by a number of companies to introduce pay freezes or pauses.

Offshore safety

The government has announced that responsibility for offshore safety on oil and gas platforms will probably pass to a new regulatory body by the end of April.

The decision follows recommendations published last year in a highly critical report into the Piper Alpha oil platform disaster in 1988.

Chemical pollution to be monitored

THE UK chemical industry has agreed for the first time to a systematic programme of measuring companies' environmental performance and to publishing the results, writes Clive Cookson.

The environmental monitoring system will be an extension of the "Responsible Care" programme begun two years ago by the Chemical Industries Association. All but three of the 215 CIA member companies - representing the vast majority of UK chemical manufacturers - have accepted the programme. The performance indicators will include:

- An "environmental index" comprising the five most important pollution parameters for each chemical plant;
- Output of hazardous substances defined by the government as special wastes;
- Output of pollutants that are especially harmful to the aquatic environment;
- Incidents while transporting chemicals;
- Energy consumed per tonne of product;
- Number of complaints from the public.

The environmental index is based on a method pioneered by Rhône-Poulenc in France and used in its UK subsidiary since 1980.

Regulator tries to defuse UK fears on environmental costs

By Richard Evans

LORD CRICKHOWELL, chairman of Britain's National Rivers Authority (NRA), the water industry's environmental regulator, yesterday sought to defuse growing tensions over the potential cost to UK industry of environmental improvements demanded by the European Community and the NRA.

The issue of ever-rising charges on top of those needed to fund the industry's £282bn capital programme over the next decade has led to friction between the recently privatised companies and the industry's two regulators, the NRA and the Office of Water Services (Ofwat).

Both Lord Crickhowell and Mr Ian Byatt, director general of Ofwat, made it clear at yesterday's FT conference in London on the European water industry that they were anxious to avoid confrontation and to make sure that costs to consumers did not get out of hand.

Lord Crickhowell, who has fought aggressively for higher environmental standards from the industry, said there had been "a remarkable improvement in operational efficiency" as a result of some court cases and many threats to prosecute pollution infringements.



He said representatives of the industry frequently gave the impression that the only way to improve standards was by vast capital programmes, but he had found improvements had already taken place while most of the capital programmes were still in the embryo stage.

In cases where there had been improvement, the water companies faced with the embarrassment of prosecution had immediately tightened up management and put additional resources into the operational side of their businesses.

He said there were also encouraging signs that the industry was seeking to anticipate environmental improvements that would be required

in the future, and was using the latest technology to achieve standards well in advance of those demanded by regulators.

Mr Michael Swallow, director of the Water Companies Association, which represents the 28 former statutory water companies that have always been in the private sector, welcomed the NRA's approach, but argued that diffuse pollution of water sources was just as serious as one-off pollution incidents.

He urged the NRA to give top priority to the pollution caused by the application of fertilisers and pesticides, which created problems that could be very expensive to solve.

Mr Byatt concentrated on alternative charging systems for the industry, which will follow the phasing out of the rating system on which present charges are based.

New methods will have to be in place by the end of the decade.

He appeared to favour metering, particularly in areas of water shortage, like the South East, but stressed it would be up to individual companies to choose the most suitable method.

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As for those who follow, we'll offer a few words of encouragement. Just do what Compaq has done: find new, exciting ways

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And you may eventually get where we are today.

But who can say how far we'll have gone by then?

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FT LAW REPORTS

Ship is insured on damage date

THE KIEL
Queen's Bench Division
(Commercial Ct):
Mr Justice Hirst
February 28, 1991

EXTENSION of cover on a marine insurance policy "until" a specific date, is inclusive of that date.

Mr Justice Hirst held on a preliminary issue as to the construction of an endorsement to a marine insurance policy, in favour of the insured, against the defendant's representative Mr Herbert David Edmunds and against defendant brokers, Peck Puckle (International) Ltd.

HIS LORDSHIP said that the Kiel was insured under marine insurance policy. She sustained serious damage in a collision on July 16, 1982.

The shipowners and brokers asserted that the policy was in effect on that date. The underwriters contended it expired the previous day, July 15.

The claim against the brokers was for negligence in failing to secure effective cover, and only arose if the shipowners' case against the underwriters failed.

The policy originally insured the vessel "at id from June 16 1980 to June 1981 both days inclusive".

Renewal for the following year was for "12 months at June 16 1981".

On May 1, 1982 the policy was endorsed "underwriters agree to extend the insurance for a period of one month... until July 16 1982".

On May 20, 1982 the brokers informed the shipowners "underwriters have agreed to extend the insurance for a period of one month... until July 16 1982".

On the preliminary issue question was as to the construction of "until July 16 1982" in those two documents.

Mr Howard for the shipowners and Miss Otton Goulder for the brokers submitted that, in the present context, "until July 16 1982" was inclusive. They said the purpose of specifying that date was to identify the precise date when cover expired, so that the shipowners would know when they stood.

They relied on *Isaacs v Royal Insurance Co (1870) LR 20 Q.B. 296*, in that case the policy covered loss by fire "from the 14th day of February 1880 until the 14th day of August 1880".

Kelly CB said the question was whether the policy covered a fire which occurred on August 14. He said that what had to be determined was whether February 14 was excluded, but whether August 14 was included.

In *Scottish Metropolitan Assurance v Stewart (1924) 11 L.R. 55* a policy described the currency of the risk as from September 20 to noon the following February 20. Mr Justice Rowland said: "When you say from one day until another day, and say nothing more, you mention the day which prima facie you include".

Mr Schaff for the underwriters submitted that the critical factor in construing the words was to be found in the matrix in which they were set, namely the wording of the original policy and its renewal.

He submitted that the original policy clearly expired on June 15 1981. He then submitted, *inter alia*, that the renewal expired on June 15 1982, having regard to its being a renewal "at June 16, and to an alleged assumption of uninterrupted cover".

So far as the endorsement was concerned, he submitted that the governing words were "for a period of one month... until July 16 1982", which was a clear expiry date of July 15, 16 or 30 calendar days from June 16.

Therefore, said Mr Schaff, if the period of one month was the governing factor, the ship-

owners' submission was unacceptable, since it would amount to an extension of one month and a day. For the cover to be precisely a month, either the last day (July 15) or the first day (June 16) had to be excluded. He said the latter was commercially absurd seeing that neither party would have contemplated a break in cover for that 24-hour period.

In support of his argument Mr Schaff relied on the current edition of *MacGillivray and Parkinson on Insurance Law* paragraph 885, which stated that wherever the period of risk could be computed in relation to extension or renewal of cover, "the court will presume an intention on the part of the parties to provide for an uninterrupted cover, and will construe the policy accordingly".

The main authority for that proposition was *Corrie (1904) 1 K.B. 40* where the insurance was "for 30 days in port after arrival". It was held that "30 days" meant 30 consecutive periods of 24 hours starting from moment of arrival at port, so that loss on the 31st day was outside the scope of the policy.

Lord Justice MacKinnon said: "It clearly was not intended that there should be an interval between the arrival of the ship and the commencement of the 30 days during which the ship should be uninsured".

The key words in the endorsement were "until July 16 1982". The natural and ordinary meaning of those words in the present context was that they included July 16. That was particularly strongly supported by *Isaacs*, it was said, which was a renewal of the original policy, and in that case, any more than there was in *Isaacs*, to decide whether July 16 was included or excluded.

However, even assuming Mr Schaff was right that it was a relevant consideration, his argument would have been unacceptable. In the first place, it could not be accepted that in the renewal the words "12 months at June 16 1981" clearly connoted expiry of the

renewal on June 15 1982. On the contrary, those words were ambiguous, and therefore in the context of the endorsement, "month" was ambiguous.

Second, while avoidance of a gap on renewal of the insurance cover was a relevant consideration, it was questionable whether that could properly give rise to a presumed intention as the passage from *MacGillivray* suggested.

No such presumption was required to construe the very clear words in *Corrie*, and Lord Justice Mathew's dictum went no further than to recognise that consideration was relevant. Moreover, such a presumption was difficult to reconcile with *Isaacs*, which was a renewal case where a six-month period as well as the terminal date ("until August 14") was specified in the policy.

The construction put forward by the shipowners and the brokers was upheld.

As a subsidiary point Mr Schaff relied on an additional premium calculation submitted by the brokers to the leading underwriter, and scratched by him, which described the extension as being "for one month from June 16 1982 until July 15 1982 both dates inclusive".

He submitted that it constituted an admission by the brokers on behalf of the shipowners that the underwriters' construction was correct.

The additional premium constituted nothing more than an administrative document passing between the brokers and the underwriters in order to record a revised premium calculation. The subsidiary argument was rejected.

For the shipowners: Mr Mark Howard (Solicitor) & Temp. For the brokers: Miss Rachel Davies (Solicitor) & Temp. For the underwriters: Mr Alexander Schaff (Solicitor) & Temp.

Rachel Davies
Barrister

CONTRACTS & TENDERS

NOTICE OF APPLICATION
LINER TEXTILES CORPORATION LTD.
(RECEIVERS AND MANAGERS APPOINTED)
A.C.N. 003 015 11
and certain of its subsidiary companies
as set out in the schedule

APPLICATION will be made by Liner Textiles Corporation Ltd. (receivers and managers appointed) and certain of its subsidiary companies as set out in the schedule hereto (each company) to the Federal Court of Australia (the "Court") for an order under section 411(1)(b) of the Corporations Act 1988 (the "Act") for an order appointing a receiver and manager of the property of the companies as set out in the schedule hereto (the "Companies") for the purpose of carrying out the provisions of the Act in relation to the Companies.

Any person intending to appear at the hearing must file a statement in support of his application not later than 4.00 p.m. on Friday 15th day of March 1991.

Place for:
Solicitors for Liner Textiles Corporation Ltd. (receivers and managers appointed) and certain of its subsidiary companies as set out in the schedule hereto
ADDRESS FOR SERVICE:
Ripe Fox, Solicitors
4 Bourke Street
MELBOURNE VIC. AUST. 3000
L.S.P.S. JEA PEAT 5070023

SCHEDULE

- | Company | ACN/ABN Number |
|--|---|
| 1. Speedo International B.V. | A.B.N. 050 144 913 |
| 2. Speedo International Holdings (now known as Ogeveest International Holdings) | A.B.N. 050 144 922 |
| 3. Speedo International Ltd. (now known as Ogeveest International Ltd.) (Incorporated in Jersey) | A.B.N. 050 144 920 (Vic)
A.B.N. 001 020 865 (N.S.W.) (UNAVAILABLE) |
| 4. Speedo International Management S.A.M. | |

LEGAL NOTICES

No. 0010691 of 1990
IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION
MR. REGISTRAR BUCKLEY

IN THE MATTER OF
BARONMEAD VENTURE
CAPITAL
PUBLIC LIMITED COMPANY
and
IN THE MATTER OF
THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that a Petition was on the 14th February 1991 presented to the High Court of Justice for the appointment of a receiver and manager of the property of the above-named Company from £25,000.00 to £27,000.00.

AND NOTICE IS FURTHER GIVEN that the Petition is directed to be heard by the Honorable Mr. Justice Harman at Royal Courts of Justice, Strand, London, W.C.2A, on Monday the 18th day of March 1991.

Any Creditor or Shareholder of the Company desiring to oppose the Petition or to object to the appointment of a receiver and manager of the property of the Company should appear at the hearing in person or by Counsel for that purpose.

A copy of the said Petition will be filed to any such person requiring the same by the undersigned Solicitors on payment of the regulated charge for the same.

DATED this 8th day of March 1991

CAMERON MARKBY NEWITT solicitors
Court, 40 Tower Hill, London E.C.3
Solicitors for the above-named Company

JOHN M. WILLIAMS LIMITED

John M. Williams and John M. Trebble of 4 Gully, 4 Gresham Road, Reading RG1 1AA, were appointed Joint Administrative receivers of John M. Williams Ltd by the High Court of Justice on 1st March 1991.

HEALTHCARE

The FT proposes to publish this survey on 16th March 1991. It will be of particular interest to the 65,000 doctors and managers with decision making responsibility for insurance and pension management services who are regular FT readers. If you want to reach this important audience, call Bill Chalk on 071 877 3760 or fax 071 877 3062.

FT SURVEYS

CLUBS

FT has outlined others due to policy of fair play and value for money. Surveys from 10.30 am. Gloucester House, 100 Regent St. W1T 07A 027

INVITATION FOR BIDS (IFB)

Date of Issuance: 15.3.1991
Lot No: 2602 TU
Order No: 1536/83-6

1. The TURKISH ELECTRICITY AUTHORITY (TEK) has received a loan from the Power System Operations Assistance Project Fund of the World Bank (Loan No. 2602 - TU) in various currencies towards the cost of the Thermal Power Plant Rehabilitation Project and it is invited to submit bids for the purchase of this loan which will be applied to eligible payments under the Contract(s) for which this invitation for bids is issued.

2. The TURKISH ELECTRICITY AUTHORITY (TEK) now invites sealed bids from eligible bidders for Rehabilitation of Water and Steam Turbines and Electric Locomotives for Seyhan, San and Yedigöller Power Plants.

Bidders must bid on all items for all three plants as bid will be evaluated on the basis of total requirements. No bid will be accepted for items or quantities less than specified.

3. Interested eligible bidders may obtain further information from and inspect the Bidding Documents at the Office of:

TURKISH ELECTRICITY AUTHORITY
General Management
Ticaret ve Bakim Dairesi
Bakimligi
Sancaktepe Elektrik ve Isik Merkezi
Istanbul Bulvarı No: 27 Kat: 14
Bakimligi - San Dairesi
Ankara - TURKEY
Phone: (0312) 2229987
Telex: 62263 tek tr
Fax: 90-4-2138870

4. A complete set of Bidding Documents may be purchased by any interested eligible bidder on the submission of a written application to the TURKISH ELECTRICITY AUTHORITY General Management
Ticaret ve Bakim Dairesi
Bakimligi
Istanbul Bulvarı No: 27 Kat: 1
Bakimligi - San Dairesi
Ankara - TURKEY

and upon payment of a non-refundable fee of 225 US\$ or 700.00 TL at the following address:

TURKISH ELECTRICITY AUTHORITY
General Management
Muhasebe Dairesi Bakimligi
Istanbul Bulvarı No: 27 Kat: 4
Bakimligi - San Dairesi
Ankara - TURKEY

Those Bids submitted by the Bidders who did not purchase the Bidding Documents shall be rejected.

5. All Bids must be accompanied by a Bid Security of not less than 3% (three percent) of the total price and must be delivered to the following address:

TURKISH ELECTRICITY AUTHORITY
General Management
Ticaret ve Bakim Dairesi
Bakimligi
Istanbul Bulvarı No: 27 Kat: 1
Bakimligi - San Dairesi
Ankara - TURKEY

on or before 12.00 hours on 30.4.1991 and Bids will be opened at 14.00 hours on the same date immediately thereafter.

Bids will be accepted for the total quantity but on bid will be for any lesser number of units than specified.

6. Bids will be opened in the presence of Bidders' representatives who choose to attend at the following address:

TURKISH ELECTRICITY AUTHORITY
General Management
Ticaret ve Bakim Dairesi
Bakimligi
Istanbul Bulvarı No: 27 Kat: 1
Bakimligi - San Dairesi
Ankara - TURKEY

Adv. N. 30800

Anglo American Corporation Limited

AMIC

Results of the 27th Annual Report
Ordinary Dividend
8 pence

Extracts from the statement by the Chairman, Mr W.G. Boustred

Financial Results

After satisfactory earnings growth over the previous five years AMIC experienced a reversal in 1990 when attributable earnings fell by 29% from R636 million to R451 million. Earnings per share decreased from 1,180 cents to 836 cents. However, the directors have decided to maintain the dividend level at 350 cents per share which is covered 2.4 times by earnings.

The Group had experienced a slowdown in economic activity in the second half of 1989 and anticipated that it would be difficult to maintain the 1989 earnings level. In the event, trading conditions in South Africa, and in world markets, continued to deteriorate through 1990. This not only depressed the prices of most commodities which the Group produces but, in certain cases, reduced volume off-take resulting in lower capacity working and plant shut downs.

It is ironic that the substantial reduction of export incentives for primary and semi-fabricated products in March 1990, came about in advance of a period of economic stringency when these incentives are most needed in order to maintain price competitiveness in world markets.

Economic Review

Difficult business conditions in 1990 were undermined by a poor agricultural season and disruptions on the labour front associated with civil unrest, and high interest rates had a severely restrictive effect. At the same time, the US dollar price of gold languished despite increasingly troubled political and economic circumstances internationally and violent fluctuations in crude oil prices.

As a result, real GDP declined by about one per cent in 1990 in contrast with earlier hopes of continued modest growth. Had it not been for a significant improvement in net foreign capital flows associated with enhanced perceptions about South Africa overseas, the economic environment would have been even more severe. Long term benefits should flow from recent austere monetary and fiscal policies and a consequential relatively stable exchange rate, but these policies aggravated conditions during the period under review when cost escalation remained excessive.

In these generally adverse conditions, the most pronounced deteriorations in the manufacturing sector occurred in those industries exposed to weakening export markets, or to those affected by severe cut-backs in domestic expenditure. Inevitably, the latter category included most areas of fixed investment activity, not least in the mining and construction industries, while consumer spending on durable goods declined. Continued expenditure on the Mosses project and increasingly on the Lesotho Highlands Water Scheme provided some support.

The outlook for the year ahead remains difficult. Events in the Gulf and Eastern Europe have already exacerbated weaknesses in the economies of some of the major industrial nations. While the remarkable liberation of Kuwait holds out the promise of a reversal of the unusual concerns that have accompanied the conflict, and the stimulus of post-war reconstruction, a further slowdown in the world economy appears to be inevitable this year. Consequently, the recovery in export markets is likely to take longer than originally expected.

Against this background, South Africa has not yet made adequate

progress in the fight against inflation, and foreign exchange reserves remain too low despite recent encouraging gains. The latest pronouncements from the authorities indicate that sound monetary and fiscal policies will not be abandoned for reasons of expediency. In view of poor export prospects, further impaired by another agricultural failure, continued strict control over domestic demand will remain necessary. While there is a reasonable prospect that conditions will be progressively ameliorated by the lifting of some trade sanctions and more particularly by further progress towards improved access to foreign capital, little or no real economic growth is likely this year.

However, looking ahead, 1991 may see the establishment of a base for a new and possibly vigorous growth phase in this country. Maintained stability in the Middle East, associated with a return to relatively low and stable crude oil prices, would enhance the prospects for an international economic recovery in 1992. At the same time, within South Africa it should be possible to make renewed progress against inflation, further augment foreign exchange reserves and possibly regain access to the International Monetary Fund and increasingly to other private international financial markets. To encourage these developments and take maximum advantage of them, bearing in mind the urgent need to create jobs and alleviate poverty, it is vital that all parties which are likely to be engaged in future negotiations demonstrate to the investment community here and abroad that they recognise the essential conditions for growth and management of a market economy.

Outlook for 1991

AMIC's results are a clear reflection of the state of the local economy and the decreasing returns achieved on export sales. In order to maintain the viability of existing business enterprise it is essential that production costs be contained. In this respect it is vital that both management and the work-force show restraint in the forthcoming wage negotiations.

Bearing in mind the wide diversity of interest groups involved, the transition of South African society will necessarily be a cautious and extended process. However, the reaction of the international community to events in South Africa is encouraging. That these events should be unfolding at a time of world recession is unfortunate in that the revitalisation of the economy and the establishment of the healthy growth rates so essential to a successful transition may be retarded. In these circumstances it is difficult to understand those who recommend the maintenance of sanctions at a time when plant closures and heavy retrenchments are affecting the daily lives of a multitude of South Africans and their dependants.

Attention has been drawn to most uncertainties facing the Group in 1991. A further important factor is the effect of the gold price. At the current price of R30,400 per kilogram a number of South African mines are incurring losses and facing shaft closures. Many AMIC subsidiaries and associates are important suppliers to the gold mining industry and any significant closures and consequent reduction in tonnages mined and milled would have an immediate impact on those operations. In the light of these uncertainties AMIC will do well to maintain earnings at the 1990 level.

Results

The following are the results of the corporation and its subsidiaries for the year ended 31 December 1990:

	1990 R million	1989 R million
Turnover	6 123	5 777
Earnings from operations	571	1 128
Share of earnings of associated companies	222	247
Dividends	106	102
Retained earnings	116	145
Income from investments and interest earned	88	92
Finance lease charges	881	1 467
Interest paid	1	72
Earnings before taxation	121	55
Taxation (Note 1)	122	127
Earnings after taxation	759	1 340
Outside shareholders' interest in earnings of subsidiaries	152	444
Earnings attributable to ordinary shareholders	607	896
Extraordinary items	156	260
Ordinary dividends	451	636
Interim	(5)	(14)
Final	446	622
Retained earnings	190	189
Interim	59	59
Final	131	130
Number of ordinary shares in issue (000)	258	433
Earnings per ordinary share - cents	54 034	53 940
Dividends per ordinary share - cents	836	1 180
Interim	350	350
Final	110	110
	240	240

*Based on weighted average number of 54 002 516 ordinary shares in issue for the year.

Notes:

1. The taxation charge includes deferred tax provisions, based on the comprehensive method, of R55 million (1989: R776 million).
2. At 31 December 1990 all foreign currency loans taken up by AMIC's subsidiary companies were fully covered by forward exchange contracts.
3. Earnings reported for 1989 have been reduced by R16 million arising from the restatement of unaudited results of an associated company included in 1989 equity accounted earnings.
4. In the period under review, the Group has brought to account extraordinary charges of R3 million (1989: R14 million). These relate to the group's share of extraordinary losses in subsidiaries and associates and the write-off of net premium on acquisition of subsidiary companies.

AMIC's twenty-seventh annual report for the year ended 31 December 1990 will be posted to members on or about 20 March 1991.

Final Dividend No. 54

On Thursday, 7 March 1991, the directors of the corporation declared final dividend No. 54 on the ordinary shares as follows:

Amount (South African currency)	240 cents per share
Last day to register for dividend (and for changes of address or dividend instructions)	Thursday, 28 March
Registers closed from to (inclusive)	Friday, 29 March Saturday, 13 April
Ex-dividend on The Johannesburg Stock Exchange and on The Stock Exchange - London	Tuesday, 2 April
Currency conversion date for sterling payments to shareholders paid from London	Wednesday, 3 April
Dividend warrants posted	Thursday, 23 April
Payment date of dividend	Friday, 26 April
Rate of non-resident shareholders' tax	15 per cent

The full conditions relating to the dividend may be inspected at the Johannesburg and London offices of the corporation and its transfer secretaries.

By order of the board

Anglo American Corporation of South Africa Limited
Secretaries

per: A V Waterston
Divisional Secretary

Transfer Secretaries
Consolidated Share Registrars Limited
1st Floor - Edura
40 Commissioner Street, Johannesburg 2001
(PO Box 61557, Marshalltown 2107)
South Africa

Barclays Registrars Limited
Bourne House
34 Beckenham Road
Beckenham, Kent BR3 4TU

London Office
40 Holborn Viaduct
London EC1P 1AJ

6 March 1991



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MANAGEMENT

Straitened times throw up opportunities for unorthodox corporate buyers, David Owen reports

Shopping around in the bargain basement

"Roll up! Roll up! Assets, lovely assets. All shapes and sizes. Never to be repeated prices. Roll up! Roll up!"

Such might be the patter were the City's busiest administrators and receivers to adopt the barrow boy's approach to maximising creditors' returns from insolvent businesses. Of course, they mostly prefer to stick to more orthodox channels like the *Businesses for Sale* columns of newspapers like this one. But this cannot disguise the fact that there are some startling bargains around at present for those in a position to buy.

Last year, Casket - the textiles and furnishings group - picked up the venerable British Eagle Cycles (Coventry Eagle brand-name and all) from the receiver for a mere £182,500. This was less than half the amount paid in February for a Geroms painting of a harem scene that used to adorn the corporate headquarters of Polly Peck, the collapsed fruit-electronics group.

The receiver is not every buyer's choice of vendor, however. This is because receivers are generally dealing with problem companies which many purchasers are reluctant to consider buying. Those who are interested are frequently former competitors or management of the business on offer, keen to pick up familiar assets without their millstone of parental debt.

But in the current climate, there are plenty of other potential bargains. For the few in a position to cash in, recession has the virtue of turning much of the corporate landscape into a buyers' market.

A very recent illustration of this is this week's hostile bid by Coats Vyeella, the textile group, for Tootal, the sewing thread and clothing company. The bid is pitched at £194m, less than half the £385m Coats offered in an ultimately unsuccessful agreed bid for the same company in 1988.

Alternative sources of cheap assets might include:

- Quoted companies which are financially stretched. The

trick here is to locate a company which has a balance-sheet and cashflow that have deteriorated sufficiently to force it to spin off a division to gain breathing-space. If the cash injection is needed urgently enough, the terms secured for that division will be a secondary consideration.

Perhaps the most clearcut recent example of such a transaction was the £180m sale by the industrial materials group Cookson of its 50 per cent stake in Tioxide, the pigments manufacturer, to ICI.

Other examples arguably include Davy Corporation's £51m disposal of its German process operations to Metallgesellschaft and BET's sale to Thorn EMI of its 28 per cent interest in Thames Television. Buyers are typically attracted

to the manner in which control of Mount Charlotte Investments, Britain's second-largest hotels group, fell into the lap of New Zealand's Brierley Investments (BIL) in October. Illustrates just how cheaply assets can change hands via the hostile takeover route. BIL's 73p share offer, made after it bought a block of Mount Charlotte shares to take its holding to 38 per cent, represented a 40 per cent discount to net asset value, according to the hotel group's calculations.

So many UK companies geared up as an earnings-efficient means of taking part in the unprecedented 1987-89 takeover boom that those with capacity to buy today are rather few and far between. Three which do have that capacity are identified below, however, along with an indication of what sort of assets they might be shopping for.

● **Hanson.** Hanson is seen as perhaps the best-placed of the big conglomerates to make a really significant buy before the economic climate improves, although both BTR and Lonrho have joined it in serving notice that they see the recession as a source of opportunity. In December, Martin Taylor, vice-chairman, said that in addition to net cash of \$550m, Hanson had the ability to borrow £1.5bn.

One school of thought argues that the relentless scrutiny to which UK and US companies have been subjected from predators on the look-out for hidden assets and bad management for the best part of a decade makes it increasingly hard for the likes of Hanson to locate suitable targets. As BTR found last year when it tilted at Norton, US corporations in particular have also become more skilled at warding off predators with litigation.

"It is difficult to see where predators will find candidates," says Paul Walton, an analyst with James Capel. "In the case of Hanson, I am sure they will find industrial companies to take over but they won't necessarily be big and they won't be easy to find."

The group's traditional approach is to identify industrial companies where it feels it can add value for carefully researched reasons. Its aversion to strategic acquisitions, executed for the sake of market share, makes it difficult to predict what sectors it may strike in. It tends not to be interested in distressed companies but rather those doing less well than they should be. Prevailing economic conditions make no significant difference to the way in which potential targets are sized up.

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Where Rudd believes that recession can itself create opportunities for Williams is in helping it to mop up smaller rivals in the sectors in which it operates. The conglomerate's strategy is to make its businesses the lowest-cost producers in their field, before buying up its smaller competitors, closing their facilities and folding their output into its own.

Says Rudd: "We have a West Midlands operation doing 60 per cent capacity but still making money. We are number one in the market; we are negotiating with number four who is virtually bankrupt. That's where opportunities come in recession; last year he didn't have to sell to us, but if he doesn't now he might be left with nothing."

● **Excelsior Group.** Excelsior, a small jewellery manufacturer, music merchandiser and supplier, was so keen to be able to take advantage of the buyer's market in assets that in November it raised £8.5m through a rights issue to fund acquisitions.

"The issue restored the board's ability to continue its acquisition strategy," says Richard Griffiths, group managing director. "We had purchased a factory by leasing it - but our options were being closed off... The ratings of smaller companies are at a discount to the stock market in general, which means that opportunities to make acquisitions by issuing paper have all but disappeared."

According to Griffiths, the group has already spent some of the rights issue proceeds on three companies - "essentially discounted assets where there is no downside for Excelsior," he says. The company is sticking to its knitting in the sense of eyeing targets only in sectors where it already operates.

"We had to pursue a coherent strategic approach to enlarging our group in order to attract institutional investment," Griffiths explains.

He believes that buyers do need to be more careful in sizing up their targets in a recession than when the economy is buoyant, not least because "book values are likely to be overstated. If you want to sell a machine-tool in this market you might as well dismantle it and sell it in pieces because the second-hand market (for machine tools) has gone through the floor," he says. "You cannot count on asset disposals to return part of the purchase price."

Previous articles in this series appeared on November 21, 30, December 4, 14, 22, January 11, 14 and 23.

Confused? - they certainly are

an Hamilton Fazez on common delusions

Many British manufacturers are running their factories in ignorance and confusion because they are not using their accounting systems properly.

Some of them measure the wrong things to gauge efficiency. Others try to assess performance through conflicting criteria, while many look to new accounting techniques as panaceas - but then try to superimpose them on already unsorted systems.

This is the view put forward by John Sweeting of the School of Management at the University of Manchester Institute of Science and Technology (UMIST) and Roy Davies of the accountants Price Waterhouse, following a detailed survey of how managers to 700 manufacturing companies account for costs.

According to Sweeting: "The main problem is that people in charge of functions such as manufacturing, finance and marketing don't really talk to each other about what they want and what they can and can't do for each other. They certainly don't talk about objectives and how they can work towards the same ones."

Companies in the survey had levels of turnover ranging up to more than £1bn a year. Nearly a per cent had more than 250 employees.

An example of what Sweeting and Davies mean comes from looking at how companies try to measure the cost of materials used in production. Half in the survey use self-contained systems within individual departments which do not necessarily relate to what other departments are doing.

Such lack of integration could lead where being more stock of raw materials appearing in the books than in the store because the shop-floor has used up stock that the accounts department has not yet heard about.

But then a prudent accountant to avoid having to adjust the books at yearend, might provide for any potential shortfall by overestimating stock usage. This is why the purchase manager thinks that stocks are lower than they are, forcing him to buy more before they are used in order to cover himself.

In turn, are working capital would be tied up in the stores than necessary and this would knock on into the business financial management, where the financial director would not be able to optimise cash flow and cash requirements.

Such a scenario is not fanciful - the UMIST study shows that 28 per cent of companies reported "significant" adjustments to the financial value of stock whenever they did a physical stockcheck.

When costly what people actually do then making things 35 percent of companies did so on a operation-by-operation basis adding up the figures at the end. However, only 11 per cent have any means of reporting the effect on costs of filing a better route through a manufacturing process.

Sweeting and Davies say that this means that after different manufacturing practices and techniques have been introduced, management systems no longer report reality because they assume that people are still doing things that have been abandoned.

For many companies, materials costs are larger than overheads but the accounting emphasis is the wrong way round. Greater attention to materials costs needed but about half of companies have no means of identifying variations in purchase price, usage, scrap value or yield of individual materials. Instead, the variations are aggregated, making analysis impossible and resulting in poor cost planning and control.

Conflict arises because many use stock turnover as one measure of performance and labour efficiency as another. Confusion arises as the managers of one part of the business try to keep stocks low while others try to keep labour fully occupied, for which they need a comfortable buffer of stock.

According to the study, many companies look at new techniques such as activity-based costing, target costing, throughput accounting and life-cycle costing to become there. But Sweeting and Davies say such things are as available if the basic systems are cock-eyed anyway.

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الاصحاح

TECHNOLOGY

Lynton McLain looks at the benefits of relocating computer systems and how to avoid losing access to data in the process

Plans which contain all the right moves

Moving a computer operation is not as simple as moving a house. The big objects — hardware — are more cumbersome than the most delicate of antique porcelain. If not handled properly, the advantages of moving — cheaper accommodation or centralised operations — will quickly disappear.

The National Computing Centre in Manchester says the greatest risk of moving a computer system is losing access to information, or even destroying the material entirely. For many businesses this possibility could result in financial disaster.

Some companies cannot afford to lose access to their data for even short amounts of time. "Very few companies would countenance a complete shutdown," they aim to maintain the business," says Simon Perkins, senior consultant for office systems at the NCC.

An adequate back-up system is the first requirement for any company considering a move. Back-up not only ensures continuity during a move but may be needed in the event of catastrophe, such as a power failure at the new building which destroys important software programs.

Companies considering a move have two main options. They can stop computer operations over a weekend in the old building and re-start on Monday in the new one. In this case systems must already be in place before the computers are installed.

Alternatively, it is possible to maintain operations continually, as Britain's Independent Television News did last December when it moved to purpose-built studios in London's Gray's Inn Road. The move enabled ITN to introduce automated electronic broadcasting technology,

which could not be fitted in the company's old, cramped studios. Michael Morris, personnel director of ITN, says the strategy "was based on the army notion of tactical bound operations" where one army division is entrenched before an attempt is made to move a second division.

Channel 4 News, part of the ITN group and a co-habitant of the old building, moved one week before ITN. "We hired a Dec Vax mainframe computer for temporary installation in the new building to equip the Channel 4 newsroom," Morris said. "Then we set up a high capacity data link between the old and new buildings, so the in-going and out-going computer systems could operate in parallel for the duration of the move."

With this installed, one computer system could be moved to the new building while the other remained in place. "Citibank, for example, has used a system from the German company Isid to help plan the move of its staff between six offices in London. Alan Cree, the bank's C&I manager, says that "Citibank's 2,500-3,000 employees move, on average, every

16 to 18 months". Each move costs about £1,000.

"The Cad system operates like an electronic drawing board. You can zoom around the floorplans and move furniture on the screen," says Cree. Architectural plans are put into the system by making digital records of drawings.

Computer-aided design speeds up planning, as demonstrated when the bank studied a move to Stockley Park, near Heathrow airport. "We surveyed the space one morning and produced three different proposals for potential use the following lunchtime, compared with the two weeks a consultant would take," Cree says. The latest move involved a department of 250 staff. It reduced space requirements by 13.5 per cent and saved £340,000.

Another company that expects to make substantial savings by relocating its computer operations is BT Mobile, a division of British Telecom.

The company moved its computer systems from London to a new hub for computer operations in Leeds last weekend. It expects to benefit from savings of between 20 per cent and 25 per cent in computer running costs.

Peter Rachor, general manager of paging at BT Mobile, said his business was "information intensive, based on bank studies a move to Stockley Park, near Heathrow airport. "We surveyed the space one morning and produced three different proposals for potential use the following lunchtime, compared with the two weeks a consultant would take," Cree says. The latest move involved a department of 250 staff. It reduced space requirements by 13.5 per cent and saved £340,000.

450,000 radio pager customers, so we did not want to upset the customers during a move."

The need to avoid disruption led to the company's first audit of computer use. "Immediately we decided to move, we looked at our computer system and the building," Rachor says. The company analysed the 400 computer terminals and the data they were processing.

"We audited the use of the computers, including which staff were using them and what they were using them for. We made sure these people would still have these facilities, but no more and no less than they needed," he says. BT Mobile is so impressed by its "computer audit" that it intends to repeat it once a year.

The savings identified by the audit included the elimination of individual files, which had been created locally by members of staff for their work. These often duplicated files held centrally on the system.

The audit found that the company had been holding identical data on two separate computer systems. The database for customer information, for example, included the number, type and age of radio pagers. This information was held on BT Mobile's IBM system. The company's inventory data held similar information on a Hewlett-Packard computer. The move to Leeds gave the company the opportunity to eliminate duplication.

Ideally, no company should move a computer-based operation without considering the costs and benefits of a move. London stockbrokers SGST Securities, for example, wanted to move all three of its City branches to the new Broadgate development in London. PA Consulting studied the feasibility of the move and concluded that it made no financial sense. In the end only the merchant banking and trading arms were moved.



Michael Morris: ITN had to become its own project manager

Phone with a bilingual tone

BELL CANADA has introduced a bilingual computerised system that "recognises" speech and replaces human operators for reverse charge and third-party long-distance calls, writes Robert Gibbons.

Customers will speak to the long-distance billing computer, which will "understand" variants of yes and no in English and French. If the system does not "recognise" a request an operator intervenes.

The company expects to make significant cost savings with the initial commercial system, which attaches to telephone exchanges and works with touchtone phones. It automates reverse charge, calling card and billed-to-third party calls but such computers will gradually provide subscribers with access to many other services on demand, including teleconferencing.

Bell, through its associated Bell Northern Research in Ottawa and Montreal, has been working on speech recognition technology for more than a decade. A field test was carried out successfully in Michigan 18 months ago.

Open wide for interferon

PROTEIN-based drugs such as insulin and interferon have to be injected — if they are swallowed they are digested in the stomach in the same way as other proteins. Now a UK company has developed a drug delivery system which could mean that one of these treatments — interferon — is taken orally.

In tests with the Swiss pharmaceutical company, Roche, at the Macromolecular Clinical Research Centre in South Korea, Cortes, of Islington, demonstrated that the specially treated interferon could pass through the gut wall into the bloodstream without being digested.

To achieve this the company wrapped the interferon in a lipid (fat) envelope. As fat passes relatively unchanged through the stomach the drug was protected so that it could carry out its medicinal function. After the drug was administered orally, the healthy volunteers suffered mild flu-like symptoms — one of the side-effects of interferon.

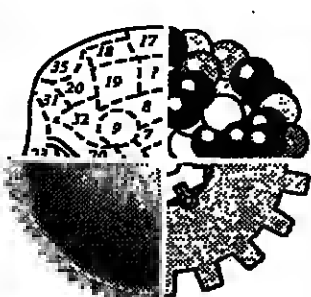
Landing on the computer dock

DOCKING-BAYS smack more of science fiction films than of personal computers, but Triumph-Adler, of Nuremberg, has developed a range of laptop and notebook computers which can plug into a docking station on the desk in order to connect them into the company's computer network.

Sold in Europe by Triumph Adler, as the Walkstation, and by Olivetti Office, there are three notebook and two laptop machines in the range. They all plug into a standard docking port to future machines will be able to use the same docking station. Because the portable machine is slid into the docking station, to convert it from a portable to a desktop machine, the keyboard remains at desk height.

Luggage on a long leash

A COMPUTER system for ensuring airline passengers and their baggage always board the same aeroplane



WORTH WATCHING

by Della Bradshaw

has been developed by the British Technology Group and Brails, (baggage reconciliation and location system) a company funded by BTG and Syn-tech Information Technology, writes Lynton McLain.

This system can isolate the baggage of passengers who fail to board a flight, in case the unaccompanied bag contains a bomb. It can also help to eliminate mis-routed luggage.

Baggage checked in by a passenger is given a unique number in barcode form and numerals. This is recorded in the Brails computer and linked by a seat number to the passenger. From that moment each piece of baggage and its owner can be identified as they move towards the aircraft.

The computer checks the baggage and passengers on each flight and produces a screen display or printed report showing that for every bag loaded there is a matching passenger. The system enables baggage to be located quickly where a passenger transfers from one flight to another.

Mainframe wins the speed race

JAPANESE computer maker NEC has begun sales of its Acos System 3800, which it claims is the world's fastest mainframe computer. The eight models in the 3800 family will also be sold by Toshiba Information Systems and, under the Bull name, in France and the US.

The machines, launched last July, have between one and eight processors. The top of the range model — the Acos System 3800/80 — is more than four times as fast as NEC's most powerful existing mainframe.

The cost of renting the machines in Japan ranges from ¥63m (£245,000) to ¥384m.

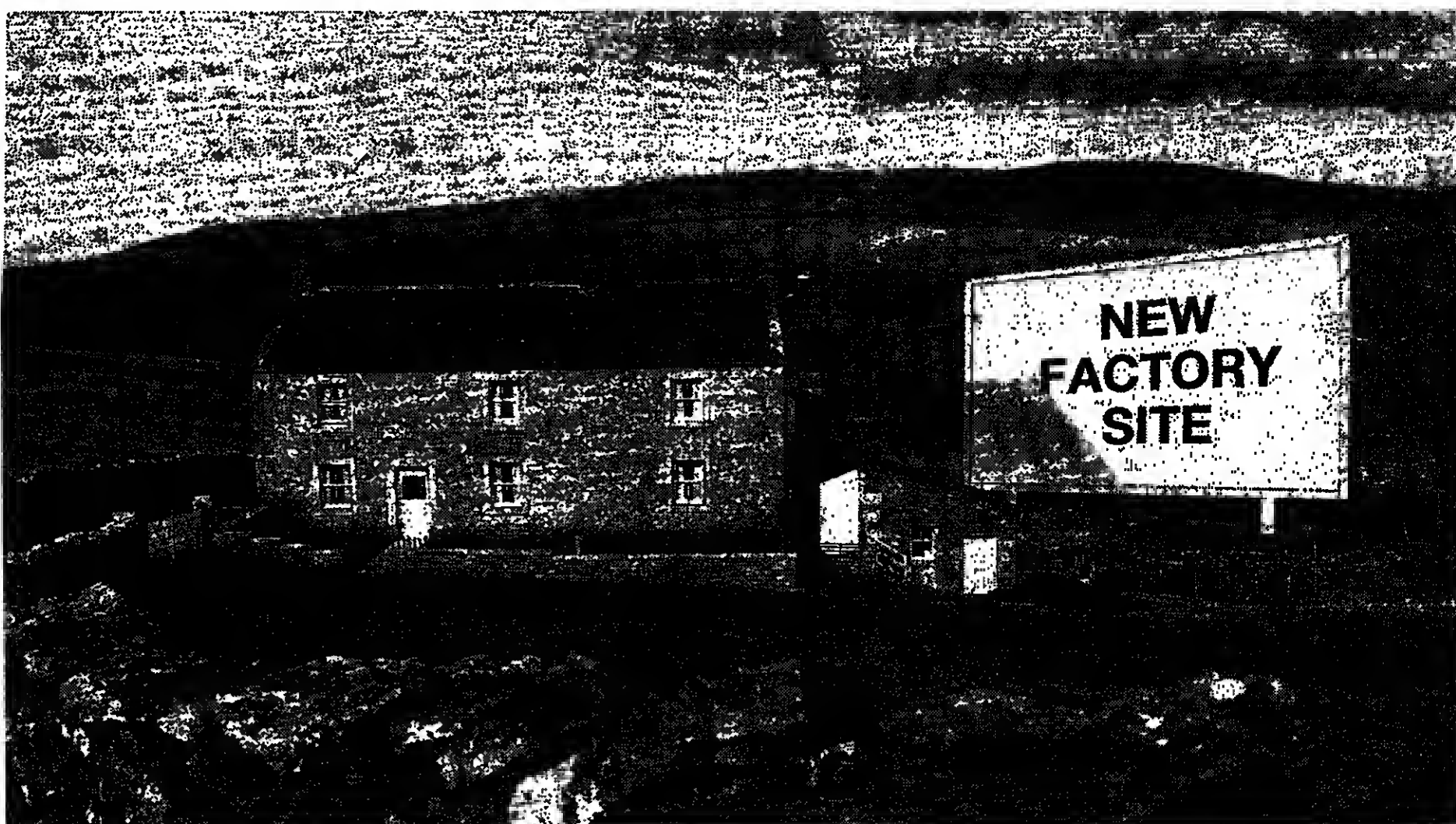
Oar shall we go rowing?

TO SPEED up world-class oarsmen and women, as well as those who can only manage to skiff across the local boating pond, researchers in the UK have redesigned the traditional rowing oar.

Developed by Reredos, of Redditch, in conjunction with Bristol University, the new rowing aid will be made from carbon and glass fibre with added Kevlar, the Du Pont material. The researchers have come up with a design in which the blade is set at an angle to the loom (handle) — in a traditional oar or skiff the two are in line. Nor is the new blade symmetrical in profile, but designed to give less resistance when it enters the water and less drag as it leaves.

Contact: Bell Canada: Canada, 416 599 3011, Cortes: UK, 081 568 7071. Triumph Adler: Germany, 011 322. Brails: UK, 0442 528591. NEC: Japan, 03 454 1111. Reredos: UK, 0527 85550.

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THE PROPERTY MARKET

Germany still tops the hit lists of investors

By Vanessa Houlder

CAN the German real estate industry buck a worldwide downward trend? While property markets generally have been brought to their knees, Germany's prosper. "Interest in German real estate from both domestic and international sources has never been stronger," says Mr Chris Bull-Diamond of Weatherall Green & Smith, a UK firm of chartered surveyors.

Nonetheless, the market's resilience will be put to the test this year. Tax rises, relatively high interest rates and the mounting costs of reunification are instilling a note of caution. Rents could eventually come under strain in some areas as buildings now under construction reach the market.

Economic growth, low interest rates and a shortage of supply have fuelled vigorous rent increases. Frankfurt's have more than doubled since 1985 while west Berlin's have risen even more since 1989.

The investment market has also thrived. Property invest-

ment funds run by German banks have been aggressive buyers, building up some DM 15bn (£5.2bn) of assets, although high interest rates have slowed the flow of money into funds.

Foreign money has poured into German property, particularly after reunification in 1990. "Germany is number one on nearly every international investor's hit list," says Mr Bull-Diamond of Weatherall Green & Smith. Swedish investors committed some DM 5bn last year. The Japanese have also been prominent with Nomura buying a stake last December in the Messeturm in Frankfurt, Europe's tallest building, for an estimated DM 500m.

All this does not guarantee long-term success. As is only too evident elsewhere, long periods of rental and capital growth often end with sharp setbacks. And Germany is not immune to downturns. After rapid growth in the late 1980s and early 1990s, there was a severe recession in virtually all

its real estate markets in 1973. However, several aspects of the German property market inspire confidence, even if the eventual benefits of reunification are set aside.

There is little tradition of speculative development. Companies tend to build their own headquarters, encouraged by low borrowing costs and the absence of a strong institutional appetite for property.

Banks have traditionally taken a more conservative view than their foreign counterparts, rarely lending more than two-thirds of the value of an investment property.

Another constraint on overbuilding comes from tough planning rules. Zoning laws prohibit most out-of-town shopping centres, hypermarkets and retail warehouses. Vacancies in town centres are likely to remain tight, although expansion of the peripheries could cause difficulties over the next few years.

German valuation techniques, which depend on replacement cost and depreciation, are normally less demanding for good property than in the UK, where allowances are made for reversionary income, or expected rent increases.

As the market becomes more international, some of these idiosyncrasies are being

eroded. Valuation techniques are changing, with internal rate of return calculations growing in importance.

The banks, spurred on by the example of US interlopers such as Citibank which financed the Messeturm being built in Frankfurt by Tishman Speyer, a US developer, are embracing limited recourse loans and equity participation.

"German banks are starting to be very aggressive on real estate," says Mr Bull-Diamond. More speculative buildings are going up than in the past. Foreign developers, seeking refuge from their own battered markets, would like to follow suit. British developers, bruised by their excursions in the early 1970s, have been relatively successful in the 1980s. Examples include Hamptons, Slough Estates, P&O, Brixton Estates and MEPC.

Competition from German developers is tough but, with a few exceptions, confined to relatively small companies. Tax laws, the hitherto lacklustre property market and the extensive bankruptcies in the 1970s have limited the number of large property companies.

The fact that there are relatively few big German investors and developers has meant that there have been good opportunities in the German

cities for foreign companies, particularly those prepared to invest in larger properties or to carry out direct development," says Zadelhoff Deutschland, a property adviser.

Entering the German property industry is complicated by the diverse nature of its markets. Germany's division after the Second World War prevented any city dominating the country.

Frankfurt, Germany's chief financial centre, has been one of the most popular markets for foreign and domestic investors. Over the past few years, there have been several large deals, culminating in a flurry of activity late last year.

A shortage of supply and strong demand from the banking and financial sectors have resulted in sharp rent rises. To judge by the forest of cranes in Frankfurt, the supply problem is being addressed, although mainly for owner-occupiers.

Mr Robert Orr of Jones Lang Wootton predicts a two-tier market, as companies move into new offices and second-hand space comes on the market. "The Frankfurt market will become less landlord-friendly," he says. He thinks it unlikely that rents will drop.

Much of the property industry's attention is being focused on Berlin. Even in the west of the city, little money had been

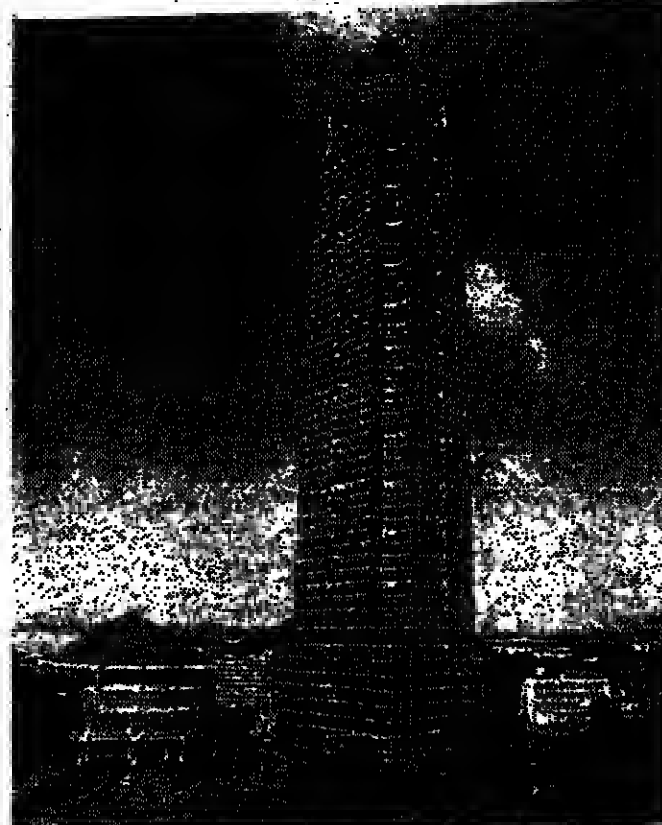
invested in the past 15 years and few offices meet modern standards. "At the beginning of 1990, Berlin was not an international office market," says Mr Robert Rotherberg of Jones Lang Wootton.

Space is so short that tenants have to take what they can get. They will also pay heavily for the privilege. Monthly rents per square metre rose from DM 25 at the end of 1989 to DM 70 today, with rents in the eastern part of the city as high as DM 80.

It is unclear whether these rents - and the fevered investment market that has accompanied them - are sustainable. As money is ploughed into the city, the supply pressures will start to ease. How far will depend on the advances made on the legal, infrastructure and planning questions still holding back development.

Those who fight shy of Berlin may be attracted to Hamburg. It is high on investors' shopping lists as a port city catering for the trade of what was once East Germany.

In Munich, the next largest city, investment prices may have peaked, according to Weatherall Green & Smith. Although the copious amounts of decentralised office accommodation expected on the market in the next two or three years could dampen rental growth.



Frankfurt Messeturm has attracted Japanese investment

structure and location, says Zadelhoff Deutschland.

Düsseldorf has recently been favoured by French and Swedish investors, although the copious amounts of decentralised office accommodation expected on the market in the next two or three years could dampen rental growth.

To many overseas investors, scared by the uncertainties in London, Tokyo and New York, even the pessimistic arguments about German property must sound encouraging. The German property market may have already had its best days, but it is still more robust than most of its rivals.

	RENTAL GROWTH (%)			
	Retail	Office	Industrial	All Properties
Year to Jan 91	4.3	2.3	6.7	4.1
Quarter to Jan 91	0.8	-1.0	1.1	0.1
Month of Jan 91	0.3	-0.9	0.4	-0.1

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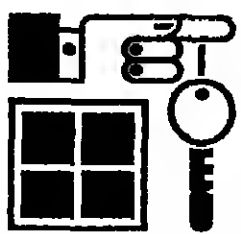
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INTERNATIONAL PROPERTY

Friday March 8 1991



It has been a worrying start to the decade. With the exception of pockets of the Continent,

international property markets have been hit by a squeeze on credit, excess supply and recession in certain parts of the world.

Vanessa Houlder investigates

Market faces uncertainty

NEW YORK, London, Tokyo, Paris... the gloom is being knocked off the property industry all around the world. The recession that has rolled around the US and the UK is threatening cities in Asia Pacific and parts of Europe.

It has been a disconcerting start to the 1990s, which is widely expected to be a decade of global investment. Capital has moved increasingly fluidly across borders seeking high returns and strength from diversification in markets that ebb and flow in different cycles.

These goals are looking strained in the face of synchronised downturns around the world. With the exception of pockets of the Continent, property markets have been overwhelmed by large, international trends which have dampened out more local patterns.

Pressure was building up in some markets even before the Gulf crisis and the slowdown in the world's economy took its

Mitsubishi Estate's acquisition of the Rockefeller Centre became a symbol of international property investment

toll. In several cases, this was underpinned by the liquidity in the banking system and the ease with which it flowed around the increasingly open international markets. The availability of funds coincided with a rise in demand for modern office buildings and economic expansion. This encouraged an escalation in prices and a surge in new development, often leading to oversupply.

At the same time, the erosion of exchange controls sent a wave of investment funds across the world. These have targeted the same cities as the banks, bidding up property prices and encouraging more development.

The downturn has seen a partial unravelling of these themes. The end of the credit spree has blown the speculative froth off the top of the investment market at the same time as it slowed down the economy and fuelled vacancy rates.

At the same time, a blip in international investment has exacerbated the markets' slump in the US and UK. Highly-gearred entrepreneurial investors have been hit by losses and rising costs of funds. Some prominent institutional investors are also taking a more cautious approach as a result of preoccupations at home and disillusionment with the experience of investing overseas.

So far, it is the US that has been worst affected by the credit bubble. Between 1984 and 1989, the banks, having lost their best corporate customers to the capital markets, channelled 60 per cent of the growth in bank loans into real estate. In addition the deregulated Savings and Loans institutions invested in property with reckless zeal.

This resulted in a bonanza of new building, which greatly exceeded all foreseeable demand. One estimate suggests that surplus office space in the US can be valued at \$160bn - enough to accommodate all the workers of New York, Chicago, Los Angeles and San Francisco put together.

The excess supply has caught up with the industry in the form of empty buildings and crumbling rental values. At the same time, the mounting losses on those loans have crippled the banks' ability to extend new credit so removing a plank of the investment market. The result is that develop-

ers are going bankrupt and prices are plummeting in the worst hit states.

The UK has been rocked by a smaller-scale rendering of the same theme. Bank lending to property companies has rocketed from \$5.6bn in 1985 to \$20bn.

It is hardly surprising that the UK has mirrored international trends. Forty per cent of the property loans and a raft of new lending techniques, such as limited recourse finance, came from overseas. The international theme was reinforced by developers from Japan, Scandinavia and North America which embarked on large projects.

The influx of money found its way into higher prices and new buildings largely aimed at replacing London's obsolete office stock. However, the volume of new development combined with the recession has resulted in rising vacancies and falling values, which dropped by a fifth in the City of London last year.

The Australian market reveals many similarities with that of the UK. A construction bonanza has coincided with a period of high interest rates and an economic recession. Western rates in Australia's business districts range between 15 per cent and 35 per cent and investment demand has evaporated.

Japan, the source of so much of the money that has inflated the world's property markets, suffered its own speculative rise.

The potent combination of easy money, the land shortage, the tax system and the ingrained belief that property only goes up in value resulted in the doubling of land prices between 1984 and 1990.

The myth that land values only rise is under intense strain. The Bank of Japan has suggested it would like to see a fall of 20 to 30 per cent in land values. The rise in interest rates, the near halving of share prices last year and pressure on the banks to limit real estate lending have taken a toll, particularly in Osaka, the second largest city. However, the slump has yet to become the crash that foreigners have often thought inevitable.

Continental Europe has been a glowing exception to the world's property woes. Office rents have continued to increase, giving Europe 12 of the 17 most expensive office markets in the world, according to Richard Ellis, chartered surveyors.

The reasons lie with strong economic growth and the planned demolition of tariff barriers in 1992, together with a moderate level of new building construction. Broadly speaking, this stems from robust planning controls and a relatively closed banking system which reduced the backwash of surplus international liquidity.

Nonetheless, Paris, Europe's second biggest property market, has shown symptoms of the malaise affecting the world's largest markets. According to Salomon Brothers, the US brokers, it has 15m sq ft of office space under construction and an equal amount scheduled to start soon. These buildings have been financed by banks, which have increased their loans to property developers from FF18bn in 1986 to FF70bn three years later. Optimistically, institutional demand is running at half the level of bank credits.

The best times may also have been experienced in Spain. Over the past four years in Madrid, strong economic growth and a shortage of supply have fuelled rent increases at an rate that is probably unsustainable.

Barcelona has also experienced high growth but with easier planning consent, it may be facing a potential oversupply situation in the next three or four years.

Germany stands out as the strongest of the world's main property markets, supported by its robust economy and the expected long-term benefits of reunification. Rents have risen faster than any European city bar Madrid and overseas buyers have been queuing up to make investments.

However, the rise in German interest rates has slowed the influx of money into property funds and some observers are cautious about the impact of new developments on rents.

Concern is largely focused on Berlin, where the market may be overheating. It has attracted enormous interest from developers but this has been stymied by legal and infrastructure problems. Similar problems are dogging other former members of the eastern bloc.

As far as most international investors are concerned, few of the world's property markets are at an attractive stage of their cycles. Only those with resilience, local knowledge and counter-cyclical credos are seeking opportunities.

However, institutional liquidity and the increasingly global nature of financial markets point to a resurgence of cross-border activity before too long.

Christine Molr looks for the global investors

Changes in investment attitudes stall activity

IT TAKES a degree of faith at present to believe the accepted wisdom among property professionals that cross-border real estate investment is on a steadily increasing trend.

Foreign investment in the UK property market in 1990 was £2.96bn, slightly down from 1989; well publicised problems within the Japanese and Swedish investment sectors are lessening the activities of the most active global investors of recent years; the US market and its institutions continue to stay off the global map; and few leading economies are at particularly attractive points in their cycles.

Professionals warn against the danger of localised snapshots. They describe the downturn as a temporary blip and lean on the steady demolition of national barriers in Europe plus the walls of money continuing to build in both the US and Japan, to support their view.

View, however, expect any immediate resumption of the high levels of cross-border activity seen in the past two or three years.

Blip though it might be, the deceleration in global activity reflects a certain shift in investment attitudes. Professional investors no longer simply divide their portfolios between asset classes on a well-nigh permanent basis; each type of asset must be justified by its projected return.

A fund manager needing to diversify risk is more likely to do so through liquid international equity markets than through foreign property purchases. The latter will be made where they offer better returns than the home market for the same level of risk.

That approach to investment has put a brake on the international property acquisitions of most UK investors. Yields in the domestic market are at historic highs and well above those available in other leading property markets while risks - at least to local eyes - seem to be adequately discounted.

The US perspective is somewhat different. Large problems in the US real estate market, coming hard on the heels of the more general casualties among the Savings and Loans institutions, are hitting the US institutions. This absorbs their energies and saps their appetite for property on a global scale.

In the UK that general disillusionment has been reinforced

by the unhappy experience of JMB Realty, a highly respected US investor whose acquisition of the private British developer, Randworth Trust, was badly mistimed.

A few of the more adventurous US investors with established international operations are still making selective property investments abroad. Citicorp, for example, is putting equity into a very large development scheme in the Hamburg docks, and Prudential of America is said still to be interested in the Broadgate scheme in the City of London. But their interest is less warm than it was.

It is no coincidence that the \$2bn Global Real Estate Investment Programme, set up 12 months ago by Prudential of America and managed by Britain's Jones Lang Wootton partnership, has so far failed to make any investments on behalf of its eight members. They are all serious internationalists. Apart from the Pru they include the Government of Singapore's investment arm, AMP insurance company of Australia, Nationale Nederlanden and the Swedish public sector pension fund, SPP. But for the present, cash and bond markets worldwide are showing

In the main, European investors seem content to remain on their own continent

ing a clean pair of heels to property.

There are exceptions. Top of everyone's popularity charts is Berlin. Unsurprisingly, every international property portfolio builder would like a trophy building in what is likely to become, once more, the capital of a united Germany. In addition to the Germans, Swedish, Dutch, French, and some British and US institutions are fighting it out in the German market.

As barriers continue to come down it is expected to become a hunting ground for the Japanese still blowing on the fingers burnt in the US and with most of their UK trophies already acquired.

Of all the main markets the US has fallen most out of favour with foreign investors. British pension funds (and

some developers) maintain a presence there, but the Japanese continue to want to lighten their US portfolios and the handful of European investors (mainly Dutch and Swedish) are only bargain hunting.

In the main, European investors seem content to remain on their own continent where cross-border investment is still relatively novel. Norwegian restrictions are only just being lifted while even the Swedes were unable freely to invest abroad before 1990.

Things joined by some Japanese trading houses which are less hobbled than their financial counterparts by the hangover from the collapse of the Tokyo stock market and the credit squeeze at home. The priorities at home in Berlin seem to be Frankfurt (where Germany's tallest tower, the Messeturm, has just become 50 per cent Japanese-owned), Paris, London (still) and Madrid.

Europe also seems the most likely beneficiary of Hong Kong Chinese money still leaving the colony ahead of 1997. Those individuals have turned against the US and even Canada as the obvious havens for the capitalist savings, and for political reasons alone would be unlikely to favour the UK.

Some Europeans continue to do so, however. Debenham Tewson & Chinnock, the surveyors whose annual survey shows French investments in the UK in 1990 to have been a trifling \$26m, report a marked upsurge in French interest since the New Year. Not only are there French partners in the redevelopment of the National Farmers Union headquarters on Knightsbridge, the 64,000 sq ft Birchall Court development in the EC3 district of the City, has also just been sold to French interests for \$41m.

Potential property investors from Russia, Italy, however, seem content to sit on their hands for the present. The large emms commanded by Middle Eastern states and individuals could swamp any of the leading property markets, but the oil sheikhs have hitherto made only judicious purchases and for the present seem content with their traditional havens - bank deposit accounts.

In today's markets that looks a sound tactic and in any case, the Arabs may have other matters to pre-occupy them at present.



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INTERNATIONAL PROPERTY 2

■ EASTERN EUROPE: potential for new markets but . . .

Hurdles still to be cleared

THE opening up of the eastern bloc has provided potential new markets with governments anxious to attract western investment to help finance the growth of their hard-pressed economies. But while some western businesses have been quick to establish a presence, particularly the large firms of accountants and consultants, there are considerable hurdles to be cleared for the property industry.

The eastern European countries are at various stages in the privatising of land and establishing title is not easy. There are cases where title is clear, but mostly it is far from it. Furthermore, squabbles over claims to land from previous owners look likely to drag on for years.

Property law, where it exists, is constantly changing and the concept of freehold title is all but unknown. In addition, the vast majority of the existing building stock is in very poor condition, having been allowed to deteriorate under communism.

The prospect of refurbishment to modern western standards is daunting. There are acute shortages of office accommodation in all large cities and many western organisations have no choice but to operate from houses, flats and hotel rooms.

There are very few identifiable trends in what are fledgling property markets largely operating in an ad hoc manner. Hungary, where progress towards a market economy began some 10 years ago and has accelerated considerably over the last two years, now has the closest to an emerging office market. That said, there is still an acute shortage of space.

Only one modern building - the 2,000 sq metre East-West Business Centre is under construction in central Budapest. And all of the space is either let or at an advanced stage of negotiation, according to Mr John Feltham, managing agent Jones Lang Wootton.

All lettings are to foreign organisations and rents at about DM50 a sq metre a month, are high. They compare with Frankfurt at up to DM75 a sq metre a month and Munich at just over DM40 a sq metre a

month. Rents are quoted and payable in D-Marks and tenants are signing standard west German leases, with disputes to be settled in the west German courts.

The East-West project is being developed by a joint venture between Skanska, the Swedish property company, and a consortium of Hungarian investors, with Skanska having the majority stake.

Another consortium, headed by the Hungarian Bank, has put up three other modern buildings in Budapest - named PK One, Two and Three. One and Two are on the main shopping street Vaci Utc and they have shops and banking halls on the ground floor with offices above.

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lan construction group, Kunep. The company employs some 150 people in Budapest, housed in the former local meeting hall of the Communist Youth Party.

Mr Eugene Bannon, evaluating Kunep, says that in addition to the problems with the central question of title there is some local difficulty with the concept of separating a business from the premises in which it operates.

For example, a business is likely to be sold together with its property rather than selling the business as a separate entity and then relaying the building as an income-producing asset.

Czechoslovakia is some two years behind Hungary in its

reforms. Here there is virtually no modern office space available. For all types of accommodation - including houses, flats and hotel rooms - there is no established market rent level.

"It is a question of haggling," says Mr Claire Makin, who co-ordinates Price Waterhouse's valuation practice for central and eastern Europe.

The firm has recently taken space for its 70 staff in Prague. The floor is in a mid-1970s building and although 15 years old, it corresponds in standard to an early 1950s development in the UK, says Ms Makin.

Rental levels are, says Mr Feltham, what a tenant is willing to pay and various types of accommodation are being rented from anywhere from \$15 a sq metre a month to \$100 a sq metre a month.

Prague, like Budapest, is a beautiful city although sadly neglected. In addition it is the stated intention to maintain a certain amount of residential use in the city centre. Local residential rents are low - only about \$6 a month and the question arises: at these rents how is refurbishment to be paid for?

Prague is accessible from both Austria and several important German cities. It was the Habsburg Empire's

centre of industry it is regarded as one of the better prospects for investment. However, once again it is the Austrians, French, Germans and Italians who are leading the way and British interest is limited.

One exception is Dr Jan Campbell of UK architect Lister Drew Haines Barrow and a member of several Czech advisory boards. Dr Campbell has managed to secure 700 sq metres of offices in central Prague for what he calls the independent Czech/British Centre.

Some UK organisations have taken space. He is also involved with a project with the well-known cycling club T.J. Favourite Brno which would offer sporting, hotel and office facilities just opposite the Brno Exhibition Centre and Velodrome. Brno is the largest city between Prague and Bratislava - less than two hours drive from Prague and 1½ hours from Vienna and Bratislava.

Poland's capital Warsaw was more than 60 per cent destroyed in the Second World War and rebuilt under communism. There is only one attractive part of the city remaining - and that was rebuilt in the 1950s. The rest is a cluster of social apartment buildings. There is no identifiable central business district as such.

Here again there is virtually no modern office space to be had. The only new building is the Lin Centre which takes its name from its three joint developers: Lot, the Polish Airline; Iba, the Austrian construction company and Marlot, the hotel chain which has taken a considerable amount of the space for its own occupation. The remainder has been let to foreigners at about DM50 a sq metre a month.

There are two tower buildings - Intraco One and Intraco Two - which were built in the 1970s. Intraco One is largely occupied by foreigners at rents of about DM24-DM25 a sq metre a month. A considerable number of projects are in the pipeline, or at least being talked about. However, the main problem is finance which will need to come from the west.

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IT HAS become increasingly clear over the past few months that the Gulf crisis has taken much of the speculative froth off the Paris property market. Now, property agents are beginning to wonder whether a deeper crisis may not be setting in.

The last two years have seen some spectacular property sales, many of them triggered by the departure of yet another leading company from its Paris headquarters for the charms of areas such as La Défense or Levallois-Perret.

However, it has become clear that long-term institutional investors are demanding more realism from the promoters who have embarked on these developments.

"All the deals are coming to the market at a 4 per cent yield, and on the assumption of FF6,000 a sq metre rent, where the market wants a 5 per cent yield and assumes a rent of FF4,500 a square metre," comments one Paris property agent.

In spite of all the talk of "one of a kind" properties, rents are

steadfastly refusing to go much beyond this level, and that only in the "Golden Triangle" of central Paris. For example, FF4,400 a sq metre to Générale Sucrière for offices on Avenue Friedland, FF4,500 for a recent letting on the Champs-Élysées to MCI International.

This refusal of the market to carry on the heady rate of ascent of recent years appears to be causing considerable difficulties to some of the one-man band developers who have climbed to the top of the property business on the back of steadily rising values.

Property specialists, however, say the price paid for the building, which is outside the Golden Triangle, was already well above the market last year, and that the delays in obtaining a permit to redevelop it - an application was filed

on December 28 and is expected to take at least six months to process - will greatly have increased the carrying costs.

Other banks, including Paribas, Worms et Cie and Credit Lyonnais - which has doubled its property lending over the last three years to FF40bn in 1990 - are among the most active participants in the property market, either directly or as backers of developers.

The insurance companies, the traditional mainstay of long-term investment, have shown much greater prudence, often preferring quality developments in good suburban locations - at yields of 6-8 per

cent - to overpriced Golden Triangle buildings, where the architecture of Baron Haussmann's era in the 19th century can often make unsatisfactory premises for lettings in the 1990s.

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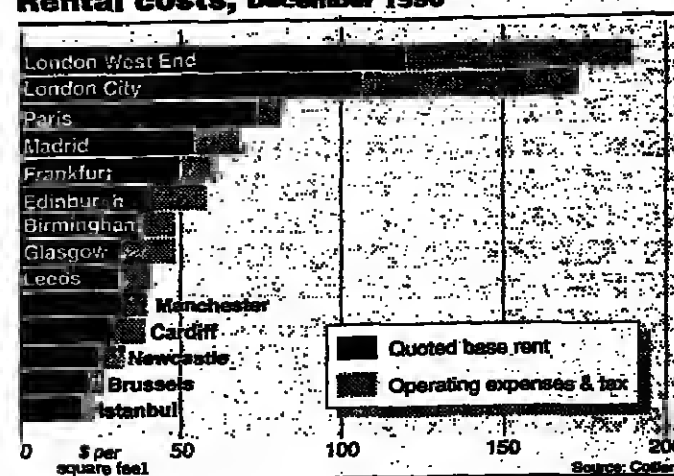
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Rental costs, December 1990



FRANCE

Institutional investors want more realism

Developers such as the 29-year-old Mr Pascal Jeandet and Mr Dominique Bouillon, former chairman of Foncière des Champs-Élysées, have announced their withdrawal from the property market.

In their place, a number of banks have come to the fore, such as Banque Indosuez, which joined Mr Bouillon last year for the purchase of the Hachette building and which last month bought out the remaining 67 per cent of his company.

Indosuez has denied that the buy-out had anything to do with financial difficulties, and says that it had announced last April, when the Hachette deal was done, that it would be moving to 100 per cent of Foncière des Champs-Élysées.

Property specialists, however, say the price paid for the building, which is outside the Golden Triangle, was already well above the market last year, and that the delays in obtaining a permit to redevelop it - an application was filed

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INTERNATIONAL PROPERTY 3

UNITED STATES

Market in state of paralysis

THE real estate industry, the most credit-intensive sector of the US economy, is being buried by the collapse of the 1980s lending spree.

In some states, developers have gone bust, banks have made billions of dollars of provisions and all but the most entrepreneurial investors have withdrawn from the market. "The real estate business will experience its worst decline since the 1930s," predicts Mr David Shulman, a research director of Salomon Brothers.

The pain is most evident in New York and New England, where the recession in the defence, financial services and real estate industries started to bite two years ago. But the downturn is spreading: Washington, Chicago and Atlanta have been affected, and South California has started to feel the squeeze.

The gloom, however, is not universal. A growing number of venture funds and counter-

cyclical investors are seeking bargains in the belief that the market is near its turning point. And some areas in the US seem set to escape the maelstrom. The Texas markets, which have experienced their own recession are beginning to turn round while Florida and the Pacific north-west are well poised for growth.

At the root of the industry's problems was a construction boom in the 1980s. This was fuelled by tax incentives, the deregulation of the savings and loans industry and by copious amounts of bank finance. Between 1984 and 1989, bank lending to real estate accounted for about 60 per cent of the net loan growth of the banking system, bringing the proportion of bank loans in commercial and residential real estate to 37 per cent.

A large influx of new investors exacerbated this. Japanese investors, driven by trade imbalances and bank large sums into office buildings and hotels. US pension funds stepped up their involvement, particularly after the 1987 stock market crash.

"Everyone came in at the same time. Everyone assumed they had the best location," says Mr Gregory White, a Salomon Brothers managing director.

The result was a perceived shortage of good quality product and prices were driven up. "In the 1980s, you could not lose. Wherever you bought a building the price would go up," says Mr Ray Torto of Torto, Wheaton, Coldwell Banker, a research body.

With hindsight, it seems that the market lost touch with reality. At the same time as property values soared, vacancy rates were rising. No longer were prices geared to the income that could be produced from the property.

This disparity between the investment and occupancy markets hit home with a vengeance when the downturn started. When developers found they were unable to pay their interest costs, banks found they had financed projects using unrealistic assumptions.

The hazards were illustrated by the insolvency in January of the Boston-based Bank of New England, which had 87 per cent of its loan book in commercial real estate. If the recession deepens, the Federal Deposit Insurance Corporation expects 180 bank failures, many due to bad real estate loans.

Even if there are no more bank failures, the pressure on the banks is having a drastic effect. The extent of the provisions, often made at the behest of the regulators, has forced many banks to stop lending money to new property projects.

As a result, the investment market has seized up. Without bank finance, most investors and traders are hamstrung. At the same time, foreign invest-

ment is slowing down, as investors become disenchanted with the deals they struck in the 1980s and become preoccupied with problems in their domestic markets.

Offices is the worst-hit sector. "The unravelling of the market during 1990 has, frankly, been startling in its pervasiveness, pace and extent," says Mr Hugh Kelly, senior vice-president of Landauer, a real estate adviser. Downtown office vacancy rates are at an all-time high of 17 per cent nationally. Vacancy rates could rise to 20 per cent in the first half of 1991, according to Coldwell Banker Commercial Group.

The office investment market is in a state of paralysis. Right now there is no market," says Mr Torto. Owners are holding out until prices improve while buyers are waiting for further reductions.

Time will be on the side of the buyers, according to Landauer. "It is likely that the price will be more reflective of the needs of buyers, as the white collar recession raises operating pressures on building owners," comments Mr Kelly. In addition to the pressures on property companies, the life insurance companies and pension funds are looking to unwind their positions in office investments, which dominate their portfolios.

Against this backdrop, it seems possible that new construction of office space will virtually grind to a halt. Mr Guillaume "Rusty" Aertsen, a department executive of the Bank of Boston reckons that the average US developer will be denied funds for 18 to 36 months.

The impact of the credit crunch could ultimately aid the industry's recovery, Torto Wheaton reckons that if there is severe credit rationing as a result of the US's financial crisis, the vacancy rate could fall to single figures by 1995 and there would be some increases in office rents by 1994, it reckons.

After offices, hotels is probably the worst hit sector of the industry. In the 1980s, a combination of tax breaks, the expansion of hotel chains and enthusiasm from domestic and overseas buyers resulted in a glut of new, upmarket hotels.

The pain is most evident in New York and New England

Supply greatly exceeds demand: national occupancy rates will be just 63 per cent in 1991, according to Landauer.

The picture is not so uniformly bleak for the retail market where the oversupply problem is less pronounced. Top quality shopping malls are sufficiently rare to be in continued demand, in the view of Landauer. It perceives "a reservoir of confidence among retail property specialists".

However, the recession and the bankruptcy filings for department store chains such as Campan's Federated Department Stores, which owns Bloomingdale's, may take a heavy toll.

Industrial property is perhaps the brightest corner of the US real estate market. Occupancy rates are 93.2 per cent according to the Coldwell Banker vacancy survey. The market will be hit by the recession but should recover promptly thereafter.

There will be opportunities to participate in the cyclical recovery of warehouse space, because the lack of credit will cause new starts to lag in the upturn," says Salomon Brothers.

Even if some sectors and some regions expect a modest downturn, the recovery of most of the US property industry will be a long, drawn out affair.

"This will be a good year from the tenants point of view, a year of planning from the investors point of view and a time for a long vacation from the developers point of view," says Mr Ray Torto.

Vanessa Houlder

SIGNS of a property slump are emerging. Among the most tangible are an increase in failures among small property developers; a fall in apartment prices and announcements by several companies of depressed sales of real estate holdings. However, Japanese financial authorities think the troubled times in the property market will do the country good.

The slump has yet to become the crash that foreigners have thought would be the inevitable end to several years of speculative excess fuelled by easy money and a presumption that the Japanese property market had a unique, gravity-defying character.

Commercial and residential property sectors have been uneven, and sharp differences have emerged between the two largest cities, Tokyo and Osaka. Tokyo prices have risen only marginally in the past two years, while prices in Osaka, the second largest city, have doubled during the same period and are showing distinct signs of weakness.

The causes of the downturn are easily identified. The Bank of Japan has lifted the official discount rate five times to 6 per cent since May 1989, the stock market plunged by as much as 48 per cent during last year, and banks have been under severe pressure, both financial and official, to limit real estate-related lending.

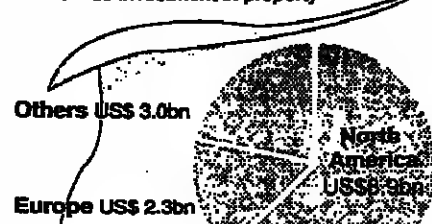
Last year, Bank of Japan officials suggested that they would like a gradual fall of 20 to 30 per cent in land prices to take some of the heat out of

■ JAPAN: a depressed sector may bring some good

Bubble economy cools down

Investment by Japan, 1989

Worldwide Investment in Property



Source: Japan Ministry of Finance

Ikoman is attempting to reduce property debt by ¥700bn. EIE is aiming at a ¥300bn reduction. Tobishima plans sales for a ¥150bn cut in debt, and Azabu Building wants to reduce its borrowings by ¥200bn by the end of June through a property sell-off.

Mr Harumi Ando, managing director of Tobishima, said the company is confident of finding buyers because "we have a good stock of locations in the Tokyo area and prime properties are always in demand". In Tokyo's central business district, the non-occupancy rate was only 0.2 per cent last year. Mr Ando said that the prop-

erty market is close to stabilising. "If we are forced to generalise about the market, we would say that it has just about bottomed out. We have a very strong sense that prime properties are in demand."

Tobishima plans to concentrate on the core business of construction and reduce its role as a developer, which expanded in recent years as the company's ambitions were heightened by the strong property sector. The contractor was badly bruised by the failure of Nanatom, a stock and property developer, which filed for protection in January with debts of about ¥300bn, and

loans and guarantees from Tobishima at ¥123.4bn. But Fuji Bank has limited the damage to Tobishima by assuring creditors that funds will be provided to ensure that debts are rolled over.

Even though the Tobishima example could become the norm among listed companies with property problems, Mr Ando believes that some smaller developers are in more serious trouble. "There are a lot of developers who are unable to secure necessary funds. The pain isn't over yet."

A jump in the stock market in February and confidence that the central bank will cut the discount rate in April have contributed to a sentiment that the worst is over.

Several sectors remain vulnerable. In particular, the condominium market and the property market generally in the Osaka area. Fears of a condominium crash encouraged contractors to fulfil contracts earlier than originally planned with the result that condominium starts rose 65 per cent in September from a year earlier.

The ratio of sold condominiums to new condominiums fell to 49.2 per cent in Tokyo last month, the first time the level has been below 50 per cent since August 1985, while the ratio was only 34.7

per cent in Osaka. Condominium construction is expected to fall by 12 per cent this year and the industry is hoping that the presumption of slowing supply will keep prices high.

The Japanese government claims to be determined to make housing more affordable for ordinary people, who have seen the speculative swirl push prices beyond their means. The ruling Liberal Democratic Party has promised to introduce a landholding tax and penalties for under-used land in an attempt to increase the supply of property.

However, the changes are opposed by interest groups, such as construction companies, traditionally sympathetic to the LDP, and there remains a possibility that the tax, due for introduction in fiscal 1992, will be deferred indefinitely.

In piecing together a prediction for the market, the Tokai Bank pointed to the 8.9 per cent fall in Japanese property prices in 1975, following a rise inspired by grand plans to redevelop the entire Japanese archipelago. The bank expects that prices will fall again, but remains unsure of the degree.

"It is not easy to predict the extent of the decline because a number of undetermined problems are involved and because of the time taken to produce visible effects. And there is the question whether the price myth, that property only increases in value, will collapse."

Robert Thomson, Tokyo



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NOTICE IS HEREBY GIVEN, pursuant to section 462(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at Coopers & Lybrand Deloitte, Apex Plaza, Forebury Road, Reading RG1 7PR at 10.00 am on Friday 22 March 1991 for the purpose of having laid before it a copy of the report prepared by the Administrative Receiver under Section 46 of the said Act. The meeting may, if it thinks fit, establish a committee to assist the Receiver conferred on creditors' committees by or under the Act.

Creditors whose claims are wholly secured are not entitled to attend or be represented at the meeting. Other creditors are only entitled to vote if:

- they have delivered to me at the address above below, no later than 10.00 hours on Thursday, 21 March 1991, written details of the debts they claim to be due to them from the company, and the debts have been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and
- there has been lodged with me any proxy which the creditor intends to be used on his behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned; photocopies (including faxed copies) are not acceptable.

Date: 6 March 1991

N J Voight
Joint Administrative Receiver

Address to which proxies should be delivered:
N J Voight
Crest Gate
9 Greyfriars Road
Reading, Berkshire RG1 1UG

Handwritten signature: J. J. Voight

ARTS

Timon of Athens

YOUNG VIC

Anyone who enjoys the capacity of the theatre to surprise should hop along immediately to Trevor Nunn's production of *Timon of Athens* at the Young Vic. You may not approve of it, I cannot guarantee that you will like it, but at least it will stir you up, especially in the second half. This is one of those occasions which, as somebody said about the battle on St Crispian's Day, it is better to have attended than not. It will be remembered for a long time to come.

Timon is not the best of plays except perhaps for Timon himself, and even his best lines are kept till towards the end. It is Jonsonian, rather than what we would normally call Shakespearean, in that the characters are not developed and have no depth. Poetry is in fairly short supply, a widely held theory is that Shakespeare wrote it only in draft. Put it on a big stage in an expensive production and you might make something out of the contrast between Timon's initial lavish generosity and his subsequent misanthropy. Stick it in the ramshackle, if lovable Young Vic, and you are taking a pretty high risk.

The risks come off. Nunn's production is in modern dress. There are commandos, armed members of the IRA and the SAS all over the place. There are also men in dinner jackets, white tie and top hats for the races. Nunn takes considerable liberties with the text, but I think that they are justified, if one wanted to be critical, it would be to say that the *Timon* of the first half bears no relationship to the *Timon* of the second.



Barry Foster and David Suchet

In the opening scenes, this is more *Timon* of Ascot than *Timon* of Athens. David Suchet as Timon looks like nothing more than a television mogul surrounded by sycophantic creeps who are preparing to bid for his franchise. There is no grandeur about it. This is the world of the champagne buffet supper with a touch of public relations behind it.

The second half, where Timon has retreated to his cave - in this case the back of a van in a junked car dump -

is quite different. But there is one thread that helps to join the two. This is the character of Apemantus played by Barry Foster. Apemantus is a philosopher, an outsider, a cynic whom Timon never wholly abandons. He even invites him to the banquets in the first part of the play. In the second it is Apemantus who comes to see him and has the longest dialogue with him. They talk together like two tramps in a way that will remind you of other playwrights. This is a superbly sustained bit

of acting and direction.

Also note the use of the stage. An invisible helicopter lands in the Young Vic, which is a small place. At the end the civilians and the military negotiate with each other by megaphone from diametrically opposed ends of the theatre, way above the heads of the audience.

Malcolm Rutherford

The Winter Wife

LYRIC HAMMERSMITH

It takes some courage to do as Claire Tomalin has done and step from a well-received biography to a first play. But she has the benefit, in Katherine Mansfield, of a character who, if not born dramatic, certainly ensured that drama was thrust upon her: blackmail, venereal disease, premature death are there, all of them standard ingredients of Isidore's tragedy. What is more difficult is to convey a sense of the artistic personality in all its minute and contradictory detail, with its moods and textures intact.

Tomalin sets her play in the final chapter of Mansfield's life, as she battled with the physical and emotional effects of tuberculosis in the south of France. It was a period of wasting, rage and last gasp creativity, claustrophobically tended by the woman she imperiously dubbed her "wife".

She was being blackmailed by a Polish Jew, from her salad days in Bavaria, had been rendered infertile by gonorrhoea and had been all but abandoned by her husband John Mid-

leton Murry, who demanded reviews but forgot to pay her for them, contributing both to her workload and her penury. "We live outside the rules," she explains to her doctor with a mixture of courage and fatalism.

The Winter Wife does not have the centrifugal force of the best biographical drama: the ability to contain a life in an episode and a personality in a perfectly turned anecdote. It assumes knowledge, for instance, of Mansfield's family background which is only referred to in a somewhat overloaded final monologue by Ida after Katherine's death.

It has a searching and moving characterisation, devoid of sentimentality, which is brilliantly picked up in the portrayal by Rachel Joyce, of a woman who could be as capricious, cruel and ungenerous one minute as she was courageous and perceptive the next. The paradox is captured in jewel-like moments such as her squalid triumph as, from her sickbed, she uncovers the humanity of her distinguished French

doctor (a quietly convincing Michael Irving). For an instant childlike delight replaces pain and the idle flirtation of a relationship founded as much on +moues+ as on medicine.

The same ambivalence dominates Katherine's relationship with Ida, a lanky and ingratiating Gabrielle Lloyd who allows you to feel the deprivation of this saintly character while understanding how cloying she must have seemed to a free spirit like Katherine Mansfield, particularly when she was so pinioned by illness.

The sexuality latent to the friendship of these unlikely childhood friends - one dull and dependable, the other brilliant and bitchy - is never overstated in Patrick Sandford's elegant production, which comes to the Lyric from Southampton's Nuffield Theatre. It achieves a touching representation of a life conducted on the borders of reality and fiction.

Claire Armitstead



Rachel Joyce

La Dame de pique

OPERA BASTILLE, PARIS

The new staging of Chaikovsky's *Queen of Spades* (in Russian) at the Bastille in Paris is shared with La Scala, Milan, where it was given last summer. The film director Andrei Konchalovsky has clothed his awfully expressionistic, "nightmarish" treatment of the opera in grandiose grey-green architectural sets by Ezio Frigerio - mysterious, dimly-lit evocations of Petersburg "white nights". For much of the time the stage is dominated by a monument bearing a sculptured bas-relief presumably representing the old Countess in her youth as the "Muscovite Venus".

The period has been moved forward from the late 18th century to the time of the opera's composition a hundred years later. This makes nonsense of the Countess recalling Versailles in the days of the Marquise de Pompadour, but Chaikovsky's inspired choice of a Grétry song for her to croon in half-voice is in any case anachronistic. The Countess's Edith Evans bat, Lisa's friends posing in pre-Raphaelite frocks, the street gang in Mack-the-Knife brown bowlers popping up after Lisa's

suicide, or the stiffly formal treatment of the chorus in the early scenes (emphasising the conventionally operatic side of the work), don't greatly matter.

The *Faithful Shepherd* pastoral at the costume hall (choreographer Jean Guichet) was done as fantastic rococo. I thought, but could not be sure in the encircling gloom, that the apparition (unlikely in 1890) of the Empress Catherine at the end of the scene was mimed by the Countess. To be fair, the impress of a surreal Petersburg dream-world where memories and traditions last so long that periods stretch into single years, was quite powerfully suggested. Unfortunately there was a gap between what was seen and what was sung that could only have been bridged by stronger leading performers on the stage.

It may be early still to make much of the acoustic defects of the Bastille (how long 'was it before the Festival Hall became intolerable? Yet, coming to the Big Bridge after two evenings in the golden resonance of La Scala, it

sounded as if the Bastille pit and stage don't acoustically coalesce. The orchestra is shaping well. The appointment of Myung-whun Chung as conductor is clearly a success. He is persuasive in the dramatic pages and in the racy pastiche (polson to pigs but delightful when done as well as this) of the pastoral. On stage voices tend to dry out: only singers with personality and projection - the Korean soprano Kungwoo Park (Prilepa in the pastoral) and the two fine baritones Sergey Leiferkus (Tomsky) and Gino Quilico (Yelitsky) - came over freely.

The *Queen of Spades* however depends largely on the attraction-repulsion between the Countess and the wretched Herman. The former role was to have been taken by Régine Crespin, who has sung the part in various places during the last few years and whose magnetism would have been valuable. But 'notre Régine nationale' as the papers call her, accepted her public guessing up to the last moment before calling off on grounds of ill-health. The replacement, Irina

Bogatcheva, gave a quietly effective, intelligent reading on too small a scale for the house. She wasn't helped by the cold-looking set for the Countess's bedroom, with apparently unglazed windows below which the old lady died in her wheel-chair with her back to the audience.

The Herman, Vladimir Popov, who has a real Russian plangent tenor, was nervous and insecure of intonation in the first part, clear but not very strong later. In appearance Popov suggested neither the obsessive gambler of Pushkin's story nor the Byronic figure preferred by Chaikovsky. The girl Lisa was the Danish soprano Tina Kiberg - tall, slim, wearing her ball dress with distinction, phrasing delicately and sensitively but so far lacking the core in the tone, the line and the "bite" for Lisa's great solo in act 3. A good Pauline will usually steal the scene in Lisa's room. The French mezzo Hélène Perruain did just that. Full house, much enthusiasm.

Ronald Crichton

Of fakirs, cheetahs and bats

None of the paintings, drawings or sculpture on show at Hazlitt, Gooden & Fox were conceived as works of art. The meticulous accounts of landscape, flora and fauna, of the personalities and everyday life of the sub-continent that appear in *Indian Painting for British Patrons 1770-1860* were commissioned from native artists by the British in the spirit of science or simply as souvenirs, in the years before photography was to render such records obsolete. That they are now valued for their artistic merit too is not a bit surprising.

Curiosities and question marks abound in this engaging show. In pride of place as one of the most extraordinary pilgrims of the age, is the fakir Purani Pura, drawn around 1790. The man is caught in a rare moment of repose, sitting cross-legged, his spindly thin arms - a striking contrast to his hulking belly - crossed above his head. Purani Pura adopted this pose of penance in his boyhood and spent the rest of his life travelling on foot, raised arms crossed, the length and breadth of India, and as far afield as Moscow and Samarkand.

Technically curious is the group of Indian paintings of the Sal tree boiled with mustard oil. No comparable models exist outside this well-documented series, made around 1790. Sir Charles Warren Malet, the Resident at Poona, maintained at least three elephants, 20 camels and a tame bunting cheetah apart from a menagerie. Here we find his favourite camel - and his tame bunting cheetah, along with a lynx, a cheetah and an elephant. The inscriptions tell us the models were made by one Gangaram Chintaman Tambat, but as with other Indian artists, we have no idea what they produced when not working for the British.

Yet another menagerie and an aviary were established in 1804 in Barrakpore by the Marquess Wellesley "to enlarge the boundaries of general science". His surgeon, Francis Buchanan, was charged with scientifically recording the species collected, and Indian artists were commissioned to draw them.

Lady Impey, wife of the Chief Justice of the Supreme Court of Bengal, was among the first patrons of natural history painting in India, and responsible for some of the most decorative examples. Shajik Zain al-Din's Orange-headed ground thrush and a Death-head hawk moth on a spray of bauhina of 1778 has all the carefully composed

grace of a Dutch still-life. In contrast, Dhawan Das's darkly silhouetted Giant Indian Fruit Bat menaces the gallery.

Less obviously Indian is an early 19th century view of the Ganges by an artist who had obviously been taught the art of watercolour by an English painter of some stature. But who? The pictures of race-horses are in an unmistakably English idiom too, apart from the exotic grounds.

Outstanding Anglo-Indian paintings do not exist in any great number and the chances are there will never be another sale exhibition of this quality. The show continues at Hazlitt, Gooden & Fox, Bury Street, until March 28.

In great contrast but of comparable charm is the Christopher Wood Gallery exhibition (at Motcom House, also until March 28) of "The Artistic Interior". The title is broadly interpreted to draw on a rich variety of late 19th century British and Continental images of interiors by artists, artists at work, artists' houses and "Artistic or Aesthetic Interiors" - the last two quite often one and the same in a period when artists' houses represented state-of-the-art interior decoration.

Atkinson Grimshaw's Scarborough houses, "Castle by the Sea" is a cast in point, here providing the props for two recently rediscovered canvases. Turkey carpets, Kashmir shawls, Japanese fans, Renaissance metalwork chargers and blue and porcelain - the prerequisites of fashionable home 1870s-style.

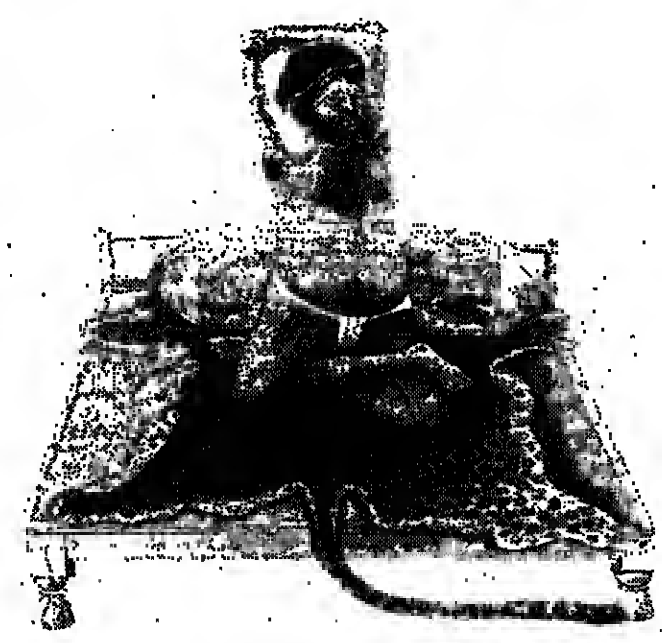
Frith is represented by a

sketch for "Many Happy Returns of the Day", a Home-Sweet-Home Victorian domestic idyll of a birthday tea in the Frith household. From Lord Leighton comes a succulent oil sketch of a room on Lindos, Rhodes. But the rewards of this show are more the secret nooks and crannies captured by far lesser lights.

Alphonse Gaudier, for example, presents "The Sculptor Delou's Studio", the tiny figure of the studio assistant giving scale to the monumental plaster figures made for the "Triumph of the Republic" in Paris. There is enough dust in the atmosphere to make one cough. Of great delight, too, is an unusually large (27x48in) and brilliantly coloured watercolour by Benjamin Welter Spier. Its title is taken from "Backery: 'Armour, prints, pictures, pipes, china (all crack'd) Old irksome table and chairs broken back'd".

The mid-century's passion for history and story-telling comes neatly packaged in William Yeames' "A Visit to the Haunted Chamber". Two terrified young girls tiptoe across a panelled bedchamber at Haver Castle, the house Anne Boleyn was said to haunt. Tipping over into the 20th century is the "Parlour of the Judges' Lodging at Wells", its peacock feathers and tapestries glowing in the Stygian gloom. The artist, George Sberingham, was also an interior decorator, theatre designer and - not that one would ever guess - a designer of Cadbury's chocolate boxes.

Susan Moore



The fakir Purani Pura, drawn around 1790

Freddie Hubbard

JAZZ CAFE

Trumpeter Freddie Hubbard claims not to have known what jazz was when he first heard it - he was busy doc-wopping. After he found out, in the early 1950s in Chicago, he went on to help shape it, playing alongside some of the music's most influential characters including Eric Dolphy, Art Blakey and Ornette Coleman.

In London for a three-night residency at the Jazz Cafe (last night's performance was a quality programming, Ronnie's and others please note) he was in top mood. Bringing a piano (Dutchman Cees Slinger), double bass (Geoff Chambers), tenor (Don Braden) and drums (Louis Hayes) to make up the quintet, Hubbard sounded fit to start a rush on old Blin Notes in the record shops.

Although he has moved in

many styles, from abstract to fusion, this hard, urgent pop is what most audiences still want from him. I'd guess. For this reason, and because they work so well together, Hubbard and Hayes, one-time Horace Silver accompanist, are the stars of the show: the drummer snappy and tricky with the rhythm, Hubbard punchy and bright, even with the more mellow flugelhorn in hand.

Hubbard is not known for his abilities as a leader and he and Hayes often seemed to leave Chambers and Braden a little at sea, wondering who was on next as the older pair careered on. Slinger, a capable soloist, filled in when he found a space or when Hubbard was having a cigarette, stage left.

When Hubbard preface

"One of a kind" with the prom-

isa of it featuring Braden's tenor, the young American immediately left the stage for a glass of water, possibly knowing it might be some time before he got a look in. He did manage to huff in from time to time, and the jerky, tough sound of the tenor sat well with Hayes crashing cymbals and bass drum.

Pacing impatiently during other's solo parts, handing away from the mike bolder the instrument high during his, Hubbard is almost as good to watch as he is to listen to. The look and sound are unmistakably American, casual and powerful in one. Not what you'd call polished or rounded, but raggedy, rousing behop.

Garry Booth

INTERNATIONAL ARTS PREVIEW & EXHIBITIONS

The Brahms Experience this weekend at the South Bank Centre in London is Roger Norrington's latest foray into a past musical era. Norrington, one of the leading advocates of the Authentic movement, has had stirring successes with his previous reconsiderations of Mozart, Haydn, Beethoven and Berlioz. Brahms has so far been relatively untouched by period instrument players, partly because the instruments used in the Romantic symphony orchestra are much nearer to those of our own day than the classical and early Romantic era. Norrington is likely to challenge received opinion on how Brahms should sound, and his performances are certain to surprise those who reckon that a weekend of Brahms is heavy fare.

The programme of the Brahms Experience follows a similar pattern to its predecessors: talks and open rehearsals are interspersed with chamber recitals, formal concerts and plenty of refreshments. After the opening welcome in the Queen

Elizabeth Hall tonight at 18.30, Norrington conducts the London Classical Players in a concert titled *The Background to the German Requiem*, with music by Palestrina, Schütz, Handel, Bach, Schubert, Mendelssohn and Brahms.

Tomorrow's programme, beginning at 15.00, includes a lecture by Mervyn Tan and an open rehearsal of the German Requiem, including a discussion of performance problems and classical playing techniques. On Sunday at 11.00, Peter Brancome will talk about the spiritual and cultural background to Brahms, and the weekend is rounded off with a performance of the German Requiem at 15.00, with the solo parts sung by Sylvia McNair and Olat Bär.

Amsterdam can also look forward to a high-powered musical weekend. At the Concertgebouw tonight, Janos Füst conducts the Hague Residentia Orchestra in music by the Scandinavian composers Niels Gade and Carl Nielsen. Tomorrow afternoon the Netherlands Philharmonic play Messiaen's Turangalila Symphony. In the evening and on Sunday at 14.15, Murray Perahia is soloist in a Beethoven programme with the Royal Concertgebouw Orchestra conducted by Wolfgang Sawallisch.

Major operatic events in the coming week include a new production of *La Clemenza di Tito* (Sun) at the Vienna State Opera conducted by Sylvain Cambreling, and Parsifal at the Metropolitan Opera in New York (Thurs) conducted by James Levine, with Plácido Domingo in the title role

and Jessye Norman as Kundry. Starting Festival in Budapest offers a wide range of cultural events till the end of the month. There are at least four major concerts to choose from every day, and the programme also includes a Hungarian dance festival starting next Friday.

EXHIBITIONS GUIDE

AMSTERDAM Rijksmuseum Dutch Drawings from the Collection of Melde and George Abrams: 115 drawings mainly from the early 17th century. Including works by Rembrandt and his school. The Abrams' collection, gathered over the past 30 years, specialises in genre compositions and figure studies, but also includes coloured drawings of flowers and animals. Ends April 28. Closed Mon.

BARCELONA Fundació Joan Miro Antoni Tapies: Extensions of Reality. Includes 40 objects and sculptures, as well as 50 works on paper and cardboard, by the Spanish abstract painter Tapies (b.1923), drawn from collections and museums worldwide. Ends April 14. Closed Mon.

BERLIN Museum für Moderne Kunst From Expressionism to the Resistance: Art in Germany 1909-1936. First showing in Europe of the Mervin and Janet Fishman Collection, tracing the development of Expressionism and the reaction against it in the Neue Sechshundert. Ends April 28. Closed Mon.

LONDON Barbican Centre Centenary tribute to the English painter Stanley Spencer. Also Man Ray, fashion photography from 1922 to 1942. Ends April 1. Daily.

MADRID Museo Nacional Centro de Arte Reina Sofia Mestera from the Guggenheim Collection: from Picasso to Pollock, with 125 paintings and sculptures representing the main movements in 20th century art. Ends May 13. Closed Tues.

MARTINIQUE Fondation Pierre Glandstad Chevallier in Russia: 40 oils and 150 drawings and watercolours from Soviet museums and private collections. The majority of works, including seven panels of decor for Moscow's Jewish Theatre, were until recently hidden from the public eye. They contain all Chevallier's favourite themes, but unlike his later work, they are influenced by Cubism. Ends June 9. Daily.

MUNICH Villa Stuck Sculpture and Space: abstract sculpture and other examples of concrete art by Max Bill (b.1908) and eight other established artists from Germany, Switzerland and Scandinavia. Ends April 28. Closed Mon.

NEW YORK Brooklyn Museum Alfred Bierstadt: Art and Enterprise, with 74 oil paintings by the American landscape painter Bierstadt (1830-1902), ranging from small plein-air sketches to the monumental western panoramas

for which he is best known. Ends May 5. Daily.

PARIS Centre Georges-Pompidou Juan Gris: Drawings 1915-1921. A collection of 30 drawings from Valencia showing the vitality of colour that characterised Gris' work in comparison with other Cubists of the period. Ends April

1. Closed Tues.

STUTTGART Staatgalerie John Latham: Art and Philosophy, an exhibition of paintings and collages by the British artist (b.1921), whose radical ideas about art were noticed in the 1960s and 1970s, but have yet to reach a wider public. Ends April 21. Closed Mon.

ZÜRICH Kunsthaus From Leibl to Pechstein: drawings by ten German artists around the turn of the century, including impressionist works by Manzel and Liebermann, as well as unpublished sketches by leading members of the Brucka, including Kirchner and Heckel. Ends April 21. Daily.

الرياض ١٤١١

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
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Friday March 8 1991

Grand design for defence

MR JACQUES Delors, the European Commission president, has never been a man for half-measures. He sees his role as the philosopher-guide of a community of 12 nations who have to be reminded constantly of certain grand objectives, to ensure steady progress towards a more unified Europe.

Mr Delors was true to form in his lecture in London yesterday. Though not everyone, including the British government, will agree with the concrete proposals he makes for a common European foreign and defence policy, he is right to underline the urgency of addressing this whole issue in the aftermath of the Gulf war.

The Gulf war, as Mr Delors readily admits, provided "an object lesson on the limitations of the European Community". The Community's ability to act jointly on the international stage have not kept pace with the very important steps that have been taken over the past few years towards economic integration. The Twelve, it is true, were able to act cohesively when they supported the adoption of United Nations sanctions against Iraq, but did not even try to adopt a common policy on their military contributions.

Mr Delors draws very different conclusions from this failure than the British government. Instead of claiming that the absence of a common stance in the Gulf demonstrates the futility of believing that a group of 12 nations can ever adopt a common foreign policy, he asserts that, on the contrary, it underlines the need for such policies.

Mr Delors' arguments will certainly persuade those who believe that the Community was never intended to remain no more than a large market, with some common policies, but with no real influence on international political developments. At a time when the Community is discussing the creation of an economic and monetary union, which would give it an even greater weight in international economic affairs than it has already, there is every reason why it should also play a bigger international political and defence role.

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It is not so much Mr Delors' assertion that the EC needs to build a stronger political and defence identity that is controversial. It is the methods that he proposes to achieve that objective, particularly in the field of defence policy, which appear unrealistic to many.

There is already wide agreement among the member states that there should be a link between the nine-nation Western European Union and the political co-operation mechanism of the Community, under the overall umbrella of the European Council, composed of the heads of government of the 12. The WEU, all of whose members are also members of NATO and the EC, could form an effective bridge between the two organisations.

Mr Delors, however, looks upon such a system as no more than a transitional solution. He would like the 12 to state that the ultimate goal is a single European community which would also take decisions on both foreign and defence policies.

Though he makes the proviso that, under the new treaty, "decisions on the principle and implementation of a common defence policy" would still require unanimity, the Commission's proposals are clearly too ambitious. Britain, as well as other nations such as France, would never relinquish their power to take sovereign decisions in such a sensitive area as defence.

Nor do Mr Delors' proposals take account of the US attitude. While it is true that Washington has always been in favour of a "European pillar" of the Atlantic Alliance, it would look askance at any attempt by the European Community to forge a completely separate defence policy. Indeed, such a move might even provoke a complete military disengagement by the US from Europe.

The advantage of the WEU "bridge" solution is that it avoids all these pitfalls. It allows the European countries to co-ordinate their defence policies, while not giving the impression that they are doing so outside the framework of NATO.

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Mr Norman Lamont, the UK chancellor, may have been locked away in pre-Budget purdah for the past six weeks, but there is a strong whiff of tax reform in the air.

Pre-election Budgets, like the one on March 19 could be, are rarely radical. But they often set down markers for future deeds. Expectations are growing that this year's Budget and, more probably, the Conservative party's manifesto for the next election will herald a tax-reforming agenda for the 1990s.

Such thoughts have been fuelled by the prime minister's desire to turn Britain into an "opportunity society", by the belief that Mr Lamont is a tax reform enthusiast, and by his action in appointing Mr Bill Robinson, former head of the Institute for Fiscal Studies, to be his special adviser in the Treasury.

Symptomatic of a reviving interest in fiscal change has been a flurry of pamphlets and booklets from various think-tanks.

In the past week alone, the free-market Institute of Economic Affairs has produced a book advocating the "earmarking" of specific taxes to particular forms of government spending. Towards the political left, the Joseph Rowntree Foundation has published a report by Mr John Hills, a London School of Economics tax expert and Labour party adviser, which attempts to cut through the thick of subsidies, benefit and tax concessions surrounding housing finance with 39 proposals for reform.

That ideas for reform are coming from right and left at an accelerating pace is an indication that much remains to be done to update Britain's tax system for the 21st century.

The 1980s were a period of intense fiscal change, particularly during the long chancellorship of Mr Nigel Lawson. But although parliament has enacted more than 3,500 pieces of legislation since 1979, Britain's tax system is some way from meeting the three classic objectives of the reformer, which are to promote:

• economic efficiency
• fairness
• administrative practicality.

The Thatcher years, particularly during Mr Nigel Lawson's chancellorship, witnessed a radical reform of corporation tax and a thoroughgoing restructuring of the income tax system. But relatively little was done to alleviate various poverty traps at the bottom end of the income scale, and the taxation of savings in Britain is generally acknowledged to be a mess.

Now, however, the unfinished business of the last decade and the government's political aims may be coinciding.

Mr Andrew Dilnot, the new director of the IFS, believes that if the prime minister is serious in his desire to turn Britain into a society of individuals with opportunities to realise their full potential, his government will have to amend the tax and benefit system. In spite of changes to National Insurance contributions in October 1989, 400,000 low-income families still lose through taxation or the withdrawal of benefits more than 50 per cent of every extra pound earned while 45,000 lose more than 90 per cent of each additional pound earned. The accompanying table shows how the poverty trap operated in early 1989.

Shortly before he joined the Treasury...

Norman Lamont's first Budget may provide clues to a tax-reforming government agenda for the 1990s. Peter Norman reports

Straws in the wind on the tax system

As the 1990s are likely to be a period in which world savings are in short supply, there are clear attractions in developing the existing system of savings incentives to encourage capital to flow efficiently towards financing the country's future development. At present the tax treatment of savings favours areas such as owner-occupied housing and pensions. The other table, drawn up by Mr John Kay, a professor of economics at the London Business School, gives some idea of the various ways in which savings are taxed, although it takes no account of the special tax-exempt special savings accounts (Sessas) that were introduced at the beginning of this year.

Reforming the tax system is never easy. In introducing his reforming Budget of 1988, Mr Lawson said reform might be "a simple matter for the armchair critic" but it was much more difficult in practice, both for technical and political reasons. "Any tax system, however it arose, creates powerful vested interests in favour of the status quo," he added.

Nor, indeed, should change be too violent. "People have a right to expect a reasonable degree of stability in the framework within which they order their affairs," he said.

Mr Lawson, unlike his colleagues responsible for the poll tax, stuck to these guidelines when crafting his reforms. But his legacy was not a level playing field. On balance, his reforms were geared more to achieving economic efficiency and administrative simplicity than to fairness.

Mr Lawson's reforms of corporation tax, although criticised in recent years for their lack of inflation-proofing, exemplified the first goal. Introduced in stages from 1984 onwards, the corporation tax reforms were aimed at ending the subsidy of unproductive investment through the tax system and encouraged companies to create jobs at a time when unemployment was still rising towards 3m.

The former chancellor's radical reforms of the personal income tax system, culminating in the 1989 Budget, undoubtedly simplified the tax structure. But more especially they benefited the higher-paid. The new tax system, based on just two tax rates of 25 per cent and 40 per cent, dispensed with four higher rates.

But there were elements of fairness in his policies too. The independent taxation of husband and wife, introduced in 1988 and implemented last year, was also a significant blow for equality, marking as it did the first substantial change in the taxation of women since 1805.

Mr Lawson was also guided by a desire to reduce or abolish tax breaks where he felt that these were unwarranted. Thus he abolished the tax relief granted on life assurance premiums in 1984 and took successive swipes at perks such as the company car.

He was unable, however, to overcome Mrs Thatcher's determined support for tax relief on mortgage interest payments, a subsidy to the middle-class voter that will cost the Treasury an estimated £7.5bn in the current financial year. The Thatcher years also saw Mr Lawson piling up privileges such as the Business Expansion Scheme, employee share option schemes and Personal Equity Plans, which could be justified as encouraging enterprise, but from which only the more wealthy members of society benefit.

According to the Child Poverty Action Group, this fiscal welfare means that a married couple with a single earner on £40,000 a year can benefit from subsidies to the tune of

£127.45 a week through mortgage interest relief, pension incentives and a Personal Equity Plan. The benefits accruing to an unemployed married couple are about the same, at £126.61 a week.

There was a shift of emphasis to more fairness during Mr Major's brief spell as chancellor. His decision to abolish the composite rate tax from this April was motivated by a profound dislike of the way it forced non-taxpayers to pay tax on their savings. He accepted a large increase in Inland Revenue staff as an unavoidable by-product of the reform.

In other ways, Mr Major was prepared to break with the Lawson tradition of tax reform. His decision in the last Budget to turn workplace nurse-

Anomalies in the tax system

Form of savings	Is income taxed?	Are capital gains taxed?	Is inflation relief?
Owner occupied housing	no	some	yes
Pension funds	no	no	N/A
Life insurance	yes (varying rates)	yes	some
Company shares	yes	yes	yes
Government securities & corporate bonds	yes	some	no
Bank & building society deposits	yes	no	no

Source: Prof. John Kay, Review to Fiscal Neutrality, IEA, 1989

THE POVERTY TRAP, January 1989				
(Calculations are for a married man with two children aged 10 & 13, rent of £20 a week, and rates of £12 a week)				
Gross weekly earnings	50.00	100.00	150.00	200.00
Plus: Child benefit	14.50	14.50	14.50	14.50
Family credit	49.55	24.18	2.45	0.00
Housing benefit	25.07	12.47	4.57	0.00
Less: income tax	0.00	5.31	17.81	30.31
National Insurance	2.50	7.00	13.50	18.00
Net income	136.62	138.84	140.24	166.19

Source: The British Tax System by John Kay & Marjory King, 1989

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eries into a tax-exempt benefit in kind for working mothers ran counter to all Mr Lawson's efforts to reduce perks in the tax system and marked Mr Major in the eyes of many Treasury officials as a shrewd politician but a poor tax reformer.

Mr Lamont is likely to be much more to the liking of the Treasury's mandarins. Although little known to the general public, Mr Lamont is regarded among the cognoscenti as a man with a keen interest in tax reform. He first went to the Treasury in 1986 as financial secretary, the minister responsible for the Inland Revenue. He worked with Mr Lawson in preparing the budgets of the late 1980s. As a former chief secretary to the Treasury, he has a good insight into the government's spending departments, including the Department of Social Security, which with the Treasury will be responsible for any overhaul of the tax and benefit system.

When it comes to the philosophy of tax reform, Mr Lamont is held to be in favour of tax neutrality, or a system that does not distort the workings of market forces or discriminate against specific groups. Tax neutrality was also an abiding creed of Mr Robinson in his time at the IFS.

Mr Lamont tends to keep his views close to his chest. But Mr Robinson is well known for an open and pragmatic approach to questions of taxation and economic policy. While many analysts were initially dismissive of the government's efforts from 1986 onwards to encourage equity ownership by small investors through the

Personal Equity Plans, Mr Robinson and his colleagues at the IFS set about devising ways for the scheme to be extended to other forms of saving. In various tranches, he has advocated exempting the returns from savings from taxation.

On the question of the taxation of the lower paid, he and the IFS have long pointed out anomalies in the deductions from pay of those on low incomes. These arise from the interaction of the present systems of income tax and National Insurance contributions and the rules governing income-related benefits. But in all their criticisms of the existing system, Mr Robinson and his former colleagues at the IFS have recognised that there are practical limits to the scope and speed of reform.

Such flexibility is likely to be the hallmark of future reform. At one point in 1984 it appeared that Mr Lawson had embarked on a bold agenda to cut back on fiscal privilege. He moved quickly to terminate the tax relief granted on new life insurance premiums. But this move to level the playing field in one area of savings taxes proved a one off success. When the government sought to extend the technique to other areas such as pensions it found the relevant interest groups well entrenched and able to counter its plans.

Subsequent changes in savings taxation throughout the 1980s were piecemeal, with a progressive extension of privileges in the case of personal equity plans and the scaling back of other tax reliefs as in the case of the abolition of mortgage interest relief on home improvements and maintenance of the mortgage ceiling for relief at an unchanged £30,000 from 1983.

This process of "levelling up" and "levelling down" can be expected to be a characteristic of future tax reform irrespective of which government is in power after the election. The lesson of the 1980s was that no single formula could be applied to the complex issues of reforming the British tax system.

The state and British industry

HAVING lost an empire of state-owned industries, ministers and senior officials at the Department of Trade and Industry will spend this week-end racking their brains to find a role for their department. The House of Lords report on innovation in manufacturing industry, published on Wednesday, makes some useful, specific suggestions. But as an attempt to map out a new model for government's relationship with industry, the report is a failure.

The report, by a select committee chaired by Viscount Caldecote, is in part common sense. It recognises that innovation is not a purely technological process, conducted by *boffins* in laboratories. Innovation also requires the commercial exploitation of ideas by companies with trade and business plans. However, this admission of the responsibility industry bears is clouded by a series of misconceptions.

Like its forerunner, the Aldington report on manufacturing published by a House of Lords committee in 1985, this report displays a sectarian snobbery about the importance of manufacturing industry. A woolly argument that Britain's strength in aerospace and pharmaceuticals can be explained by government involvement prompts the dangerous suggestion that the launch aid provided for jet engines should be extended to other products. This is justified by the claim that it is conceivable that the UK will end up with no significant British-owned industry.

The report gets bogged down in sterile arguments about the state's role in the economy. One of the most important changes of the Thatcher revolution was a renunciation of state intervention and subsidy. Instead, the government should create an environment within which industry could flourish. The committee is wrong to suggest that the pendulum should swing back. The way forward is to develop the government's role as creator of the environment for a dynamic private sector.

economic framework, with low inflation and interest rates. It should develop to high standards the public infrastructure which underpins industry, especially the education and training system and the transport network. There is also a limited role for the state in compensating for market failures, for instance by providing some - limited - finance for research and development.

At their weekend meeting, DTI officials should explore other ways to improve the environment for business. One area is the provision of information. The department should help to ease the flow of information around the economy, for instance between universities, public departments and companies or between the City and industry.

The department should be a conduit through which industry presents its views to government on issues which affect input costs, such as energy pricing and the level of the minimum business rate. It should tell industry about government plans - helping companies, for instance, adjust early to cuts in defence spending.

This week's review of the telecommunications monopoly shows how promoting competition can be a much more effective way of making an industry dynamic than subsidising it. The department should build on this to develop a more coherent sense of purpose as a regulator.

Object lesson

If you're reading this after putting in a solid hour of hard work, you are mismanaging yourself. You should have downed tools and taken up the FT 20 minutes ago.

Or so Observer gathers, at least, from management-training guru Lord Alexander of the InfoSound consultancy.

"We can only operate at peak efficiency in relatively short bursts," he says. "After about 40 minutes our body and brain will take a break and we will start to daydream." So two thirds of the way through every hour, we should stop and spend the rest of it relaxing.

Alexander is giving a seminar on the topic at the Enterprise Training Centre in London on Wednesday week. Perhaps his brain was taking a break when he fixed the programme.

Starting at 5pm, the first session runs straight through until 6. Then there is a 15-minute break for refreshments before the final stretch lasting for three quarters of an hour.

Lew's world

OBSERVER

banter from the US East coast. When the young Preston was initially regarded by his bosses as a "playboy, socialite and jock" - according to Ron Chernow's excellent book, *House of Morgan* - the image soon changed.

Chernow's Walter Wriston always had much higher profile. But then, as Preston once said in a rare interview, Wriston was "running a financial conglomerate and we're running a bank".

Preston is very much the bankers' banker - the main Federal Reserve chairman Paul Volcker could rely on to organise the lifeline for Continental Illinois, and pioneer the first Mexican debt swap.

But it would be wrong to regard the appointment as a dull and conventional choice. In 10 years at the top of Morgan, Preston masterminded a cultural revolution.

Not only did he transform Morgan from a old line commercial bank into a global merchant bank but he was the man who picked out young Dennis Weatherstone, the working-class London lad who started with the old Guaranty Trust at age 15. Weatherstone now heads the most famous bank in the US and two of Morgan's four top men were born foreigners.

Tube dream

Bed of nails, poisoned chalice? John Hughes' own metaphor for John Hughes' new position as finance director at London Underground.

The last incumbent left abruptly in October after news that an unexpected budget shortfall had plunged the Underground into a cash crisis. The cause was apparently over-enthusiastic spending - not that the average tube-train sufferer saw much benefit.

Now Hughes has the job of screwing still more costs out

of the cash-starved railway to bring the budget back into line. So what led him to end his brief stay at the Pru for the privilege?

Although working there was valuable experience, he says, his roots lay in industry and his 12 years at British Aerospace. "I've gone from the extra-terrestrial to the sub-terrestrial."

He adds that his prime task now is to restore confidence in the Underground's control over its funds, and so persuade the government to invest more in the network.

His dream is that, one day, he'll be able to point to an efficient, popular and greatly expanded system and say: "I was part of the organisation that developed that system."

One day.

Conservative coup, cock-up, conspiracy or come-uppance?

No need was taken of Orbyl's rejoinder that the word (Arabic for Constantinople) was Istanbul's official name in Ottoman times, and used on coins well into this century.

So survival looks unlikely for a recently launched Turkish environmental magazine. It's called Green Byzantium.

New venture

How the venture-capital industry has changed. Take for instance the move being made by Rodney Hall. Three years after setting up the British arm of GE Capital Corporate Finance - the financial services operation of America's General Electric - he is moving to J.O. Hambro & Partners.

At GE, Hall headed its US mezzanine finance activities. In the hey-day of buy-outs in 1988-89 mezzanine finance - a half-way house between loan and equity funding - was needed to make big deals possible. As that's no longer so now, big buy-outs have lost vogue, GE is turning to providing loan finance.

At Hambro, Hall expects to be investing in smaller deals, managing buy-outs and restructuring, where the venture capitalist's industrial expertise is in demand rather than the financial engineering skills of the mezzanine expert.

Own back

As a woman reversed her towbar-equipped Volvo gingerly towards the one vacant parking space, a young man whizzed his GTI straight into the opening, got out, and as he stalked past her window, smirked: "That's what you can do when you're a good driver."

Whereupon she accelerated backwards hard into his car, and replied: "That's what you can do when you have money."

What's in a name? Too much. In the Istanbul police's view. They have ordered Turkish historian Ilber Ortayli to change the title of *Konstantinnye* - a local-history new

sheet - because the name smacks of the Byzantine Empire, modern Turkey's hated Greek predecessor.

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When Mr Chandra Shekhar became Indian prime minister at the head of a minority coalition last November, few political observers believed he would last long. But nobody could have predicted that his term would end so abruptly and in such inauspicious circumstances as it has.

His resignation on Wednesday - precipitated by a row as trivial as it was acrimonious, involving the former prime minister, Mr Rajiv Gandhi - earned his government dubious distinction as the shortest-lived since Indian independence. It also leaves Indians, who have seen the back of three prime ministers in less than 18 months, wearily contemplating another trip to the polls in the next few weeks.

Never since 1948 has the Indian people have embarked on a general election campaign in a state of greater uncertainty as to where their country is heading, or the type of government that will emerge. The gloomy backdrop encompasses:

● Rivalry of a bitterness rarely surpassed between India's Hindu majority and Muslim minority;

● Unprecedented conflict over the country's caste system;

● The growth of militant separatist movements in at least three of its 25 states;

● A severe economic crisis, featuring rising inflation, spiralling public spending and a worsening balance of payments.

Worse still, the election campaign may simply serve to exacerbate the polarisation that has been evident for some time within India's political system, and which has contributed to its recent history of weak and indecisive governments.

Some Indians find comfort in the thought that at least over the last four months there has not been a repetition of the widespread caste and Hindu-Muslim tensions that rocked the country last year. But if there has been a truce there are also now fears that the beginning of the campaign could unleash that hatred again.

There is little confidence that India's secular tradition - by which Hindus and Muslims have lived together on a common footing - will survive the continued growth in Hindu militancy or the possibility of the radical Hindu Bharatiya Janata party (BJP) being an important participant in future governments. The BJP is the party expected to make the most gains in the election.

The BJP is deliberately vague about its goals. But Muslims understandably fear that its advocacy of Hinduism

After the fall of India's shortest-lived government, electors face going to the polls at a time of more uncertainty than ever, writes David Housego

Bound by a damaging past



(Hindu national awakening) could be the prelude to a theocratic state in which Muslims are given secondary status.

The most alarming aspect of the BJP's advance has been the ease with which it has seduced India's business and professional classes. The Hindu temple that the BJP wants to construct at Ayodhya in northern India on a site highly controversial with Muslims has become a widely-accepted symbol of Hindu unity and national revival.

Another phantom from the past that has returned to haunt north India is caste conflict. The founding fathers of Indian independence believed that caste - the hierarchical division of society that imposes a religious stigma on the lower castes as polluted - would disappear under the impact of modernisation.

But in many areas caste divisions have become more embedded because caste associations are both a form of protection in a more mobile and violent society and a way for social groups to grab a larger

share of resources.

The proposal last year of former Prime Minister V.P. Singh to expand the proportion of central government jobs reserved for lower castes to 49.5 per cent touched off an explosion of anger among the upper castes - but brought him support from the poor. Since the fall of his government in November, Mr Singh has been drawing large crowds in the north to whom he has been preaching the need for solidarity among the poor and Muslims against the higher castes.

Meanwhile, the unity of the Indian federation has come under strain from separatist movements in the states of Punjab, Kashmir, and Assam. Large areas of Kashmir and Punjab are under the control of the militants at night. The failure to solve these disputes is part of a wider problem of the failure of central government to yield more power to the regions at a time when it is recognised that India is too vast a country to be administered from New Delhi.

The strength of central government in India has been ebbing away for some time. It was undermined during the final years of Mr Rajiv Gandhi's 1984-88 premiership, when he faced numerous charges over illegal commissions paid to Bofors, the Swedish arms manufacturer, and other companies. His fall in 1989 was followed by Mr Singh's coalition government, a period of weak leadership that was terminated last November when the BJP withdrew its support. In recent weeks, Mr Shekhar's government has in turn been undermined by the machinations of Mr Gandhi, who was anxious that the prime minister was proving an unexpected success.

Weak government has meant that government spending, the balance of payments and inflation have slipped out of control. It is increasingly accepted that India should have sought a loan from the International Monetary Fund at least 15 months ago. Now, with its foreign exchange reserves depleted and its Budget postponed, it needs IMF help more

desperately.

Some Indians such as Mr Nani Palkhivala, the lawyer and former ambassador to Washington, blame the current troubles on "self-seeking politicians hungry as locusts for power and office". But more plausibly the current instability reflects long-term trends of caste, sectarian and ethnic conflict, exacerbated by the pressure of population on resources.

The hope of the Congress party is that the mood of national disillusion will work in its favour as the electorate shifts back to it as the party of "stability" and "strong government". Congress remains the only centrist party offering a home to people of all castes and religions. It is also the single largest party, capturing over a third of the vote in 1989. As such it traditionally benefits in an election if its opponents are divided.

But the Congress party is also demoralised by its own divisions, its weak organisation, and what is perceived to be the poor leadership of Mr Rajiv Gandhi.

The danger for the Congress is that it could be squeezed by the two "conviction" parties that have emerged on its right and left.

The BJP has in its favour the country's most charismatic leader, Mr L.K. Advani. It is a "caste" based party that now receives large financial backing from business and derives its basic support from the upper and trading castes.

In contrast, Mr V.P. Singh is building an electoral alliance that brings together his own northern-based Janata Dal party, the Communist and left parties, and the Muslims in a grouping designed to appeal to the poor and lower castes with the aim of wrenching the upper castes from the dominance of the administration, and hence of economic power.

The election seems unlikely to give any single party an absolute majority - meaning that Congress, the BJP and the Janata Dal will be competing to be the pivot of a new coalition.

At the earliest, India could have a new government by early May. Almost certainly the most pressing task on its plate will be the economy. With the IMF, donor nations and commercial banks unwilling to lend to India until both a government and a Budget emerge, the prospect of India being forced to seek a rescheduling of its foreign debt looms increasingly large. Whether any new government will be in a position to stop the more fundamental rot is another matter.

US establishment types who go native

Peter Riddell on the appointment of Lewis Preston as president of the World Bank



Lewis Preston: from 'old money' background

The US has a record of appointing conventional politicians and bankers to head the World Bank, who then fervently champion both the institution and the need to tackle global poverty. Mr Robert McNamara, the former defence secretary, was transformed 20 years ago into a spokesman for the Third World when he headed the bank, and it has been the same with Mr Barber Conable who will step down later this year after five years as its president.

The big question is how far they are captured not just by the bank's mission but also by its large bureaucracy. It is a question that will be as relevant in relation to Mr Lewis Preston, the leading Wall Street banker President George Bush has selected as the new bank president, as it has been for his political predecessor.

On the surface Mr Conable still appears the glad-handing, update New York Republican congressman he was for 20 years. Yet he has become firmly committed to the bank's aims, stressing the need to combat poverty and to pay more attention to the problems of women in the Third World.

He has frequently talked of the relationship between women's problems and the bank's traditional concerns of population control and education.

Mr Conable has faced two main lines of criticism - that, for all his caring image, he never really got a grip on the institution, and that he pushed it too much in the direction of American interests.

He took over in 1986 following a period when relations between the bank under Mr A.W. "Tom" Clausen and the Reagan administration in its most ideological phase had been strained. Mr Conable has succeeded in improving relations both with the administration and Capitol Hill. This matters because the US is the bank's largest shareholder and obtaining congressional approval for World Bank funding is also tricky. Mr Conable managed to win backing for a near doubling of the capital of the bank's main agency.

Moreover, in the mid-1980s there was widespread criticism that the bank had become a

vast and unwieldy bureaucracy. Mr Conable launched a controversial reorganisation during which the position of many senior officials was reassessed and more than 500 people, of over 7,000, were freed. The effect was to lower morale and to increase disenchantment. There is still no shortage of internal and external critics to argue that the bank lacks direction and, in particular, that there is no real accountability for decisions.

The bank has also faced strong criticism from environmental groups that some of its traditional development projects are damaging the environment of developing countries. Under Mr Conable it has laid greater stress on and devoted more resources to environmental issues.

Mr Conable has been accused of being too close to US policies. Asians and Africans point out that he has helped steer the bank towards free-market policies and that there is a close parallel with Treasury secretary Brady who came from the Wall Street firm of Dillon Read.

An ex-marine, Mr Preston is a registered Republican, an Episcopalian and a director of the Federal Reserve Bank of New York. His sole deviation from the Yale educated group favoured by Mr Bush is that he went to Harvard.

As head of Morgan throughout the 1980s, Mr Preston expanded the bank's range of operations following his earlier period in charge of its international divisions. He has considerable experience of the Middle East, Asia and Latin America, dealing, in particular, with Third World debt issues.

Mr Preston's in-house will be a financially strong bank, which, for all its continuing internal weaknesses, Mr Conable has helped to lead into a wider spread of countries and of lending activities.

Shm over three years, a priority of the Bush administration. However, Mr Conable has more recently sought to emphasise the bank's independence from the US. Last year, for example, he pushed for a resumption of full lending to China, following the temporary suspension after the Tiananmen Square massacre, well before that was politically acceptable to the Bush administration or to Congress. Similarly, he has had a number of disputes with the US Treasury over the handling of Brazil's debt problems.

Mr Conable only decided to step down - he was certain of being reappointed - after he was sure that his successor was someone of whom he approved. Traditionally the US nominates the president of the World Bank, just as a European has always been managing director of the IMF.

Mr Bush's new appointee is entirely in character. Mr Lewis Preston is the former head of J.P. Morgan, one of the US's largest and strongest banks and one that is relatively untainted by the general problems of the banking sector. Not only is he, like Mr Conable, an old friend of Mr Bush, but he also comes from the type of mainstream "old money" background which the president prefers. There is a close parallel with Treasury secretary Brady who came from the Wall Street firm of Dillon Read.

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LETTERS

Make money the old-fashioned way - by earning it

From Mr John Banham.

Sir, Your leader (Still time to go on pay, March 4) was a reductio ad absurdum of the long-term corporate state and it found little support at the meeting of the Confederation of British Industry's national council on Wednesday. You state that the CBI is in the business of offering "fired general exhortations about pay". For at least the past four years the CBI has avoided any exhortations about pay.

There can be only one basis for wage settlements - performance, in the widest sense of the term. Flattering the old Bank of England advertisement: "We have to make our money the old-fashioned way: we must earn it."

UK entry into the ERM blocks the route of devaluing

the currency to meet wage bills that cannot be justified by performance, a fact made totally clear in presentations to our members last autumn.

Of course, the attitudes of decades are taking time to change, and matching French performance - when wage inflation fell from 15 per cent to 3.5 per cent in four years in the mid-1980s - will require consistent efforts by all concerned, including the government. In France, there would have been no question of "administered prices" rising three times as fast as factory gate prices.

Nonetheless, the CBI's latest Pay Databank figure shows the largest quarter on quarter fall in manufacturing pay settlements in four years; and in addition more than one wage

settlement in 10 is being deferred. Further, anecdotal evidence of a more realistic approach to pay, based on performance, is widespread.

So any attempt to index pay ignores the obvious reality that the performance of individuals and companies varies widely. That is why, throughout the 1980s, many CBI members have decentralised pay bargaining and sought to link pay more closely to performance. That is why, too, we have avoided exhortations about pay - it makes no sense to talk about pay in isolation from performance, the long-standing practice of the British media notwithstanding.

Ironically, your message about synchronising pay settlement dates and focusing on future levels of price inflation

might well be relevant in those parts of the economy where national wage bargaining remains and performance is largely ignored in determining pay: the public services, which together employ almost as many people as the manufacturing sector.

We first put forward the many ideas you advocate so enthusiastically, but in relation to the public services only, over six months ago, in our report entitled Britain's Inflation Performance. It is good to see you arriving at the party even if a little late and through the wrong door.

John Banham, director general, Confederation of British Industry, Centre Point, 103 New Oxford Street, WC1

Business involvement in research

From Messrs Michael Osbaldeston and Michael Gould.

Sir, Simon Holberton's article "Unanswered ethical questions" (London, February 28) raised some important issues concerning the relationships between management researchers, the companies they research, and the sponsors of research.

Mr Holberton argues that it is wrong for researchers to receive financial support from companies that are the subject of the research. His fear is that the companies might seek to bias the results. However, few reputable companies and even fewer serious researchers would risk the damage to their reputations that would inevitably follow from such practice.

There is a more serious issue behind Mr Holberton's concern: how far should companies that participate in research be allowed to veto publication of findings they regard as confidential or damaging to the company?

The purist view, espoused by some academics, is that researchers must be able to publish whatever they feel is appropriate. Such a view is naïve; at least for in-depth research into companies' strategies and decision-making processes.

For obvious reasons, companies are seldom willing to co-operate openly with such research if they have no control over the output, and without open co-operation rich and

insightful descriptive research is impossible.

We have found that in order to elicit that co-operation, it is normally necessary to give companies the opportunity to see publications in draft, and to allow them to remove items they believe are confidential or to request anonymity on matters they see as invidious.

Companies very seldom exercise these rights, provided the research has been professionally carried out. But, unless such assurances are given, companies will typically refuse to participate openly in research on potentially sensitive issues, and management researchers will be forced back on relying only on unclassified analyses of questionnaires and publicly-available statistics. Researchers need to be aware of the dangers implicit in a close relationship with research sites, but without such a relationship, their research will be severely limited.

At the Ashridge Strategic Management Centre we believe our research benefits from the discipline of having to persuade sponsoring companies such as ICI and Shell that what we are doing is valuable.

Michael Osbaldeston, chief executive, Ashridge Strategic Management Centre, 17 Portland Place, W1

Corporation tax and the Budget

From Mr Peter Morgan.

Sir, In your leader "A Budget for Companies," (March 7) you rightly drew attention to the process by which inflation increases the effective burden of corporation tax in the absence of any adjustment for inflation in the computation of taxable profits. The chancellor ought to offset this in the Budget. In view of the recession he should aim to make a real reduction in the corporation tax burden. The question is how?

You suggest the government should partially reverse the 1984 reforms, albeit temporarily. But that would simultaneously destroy the credibility of the government's objectives of eliminating inflation, of reducing income tax rates and of moving to a simpler, less distorting taxation system.

If income tax rates come down in the near future, corporation tax rates should come down in parallel. Reducing the latter now would enable the government to deal with the immediate problem and make a start towards its longer term tax objectives.

Stock relief or indexed or accelerated capital allowances would be difficult to remove once introduced. They would institutionalise inflation while only imperfectly correcting the distortions it creates, besides being an extra complication.

In any event, while it is true that the tax system appears to encourage investment in advertising, marketing and

training relative to investment in plant and equipment, there are other more powerful factors working in the reverse direction.

For prudential reasons investment in advertising, marketing and training is immediately written off in the company's statutory accounts (and also usually in the management accounts); cutting such investment is thus the quickest way to achieve an apparent improvement in the company's or a manager's performance.

Such investment, moreover, is not acceptable security for the company's bankers. Look at the facts: since the 1984 reforms there has been heavier than ever investment by British business in new equipment while woefully inadequate investment in training has continued.

So, keep it simple, chancellor. Just cut the tax rates, especially the anomalous 37.5 per cent rate on profits between £200,000 and £1m and allow the losses in recession years to be carried back and offset against the profits in boom years.

Peter Morgan, director general, Institute of Directors, 116 Pall Mall, SW1

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INTERNATIONAL COMPANIES AND FINANCE

Preussag improves to DM350m

By David Marsh in Bonn

PREUSSAG, the German steel, trading, minerals and energy conglomerate which took over the Salzgitter steel company at the end of 1989, yesterday reported improved net profits of DM350m (\$236m) for the nine months business year ended September 30.

Mr Ernst Pieper, the chief executive, forecast a further increase in net earnings in the current 1990-91 business year following profits of more than DM100m in the first quarter. Preussag profits for the full 12 months business year of 1989

amounted to DM315m. The group is paying an unchanged DM6 dividend for the short-ended 1990 business year on equity capital raised to DM707m from DM404m in the course of the takeover. The switch in the business year to October 1 to September 30 was announced last summer.

Operating profits rose last year to DM775m from DM459m in 1988. Turnover increased by 18 per cent to DM195m during the nine months' business year. After taking into account the incorporation of Salzgitter -

which was effective just for the final three months of 1989 - and the shorter business year in 1990, turnover was roughly stable during the period, Mr Pieper said.

Fixed asset investment rose to DM275m from DM238m. Mr Pieper called new business "satisfactory" for the first three months of the 1990-91 business year, with DM7.1bn in orders registered during this period.

Orders in hand at the end of December were DM11.9bn, 8 per cent above the level three

months earlier. However, first-quarter turnover fell by 6 per cent to DM6.9bn compared with the corresponding figure in the previous year - above all because of lower non-ferrous metals prices and the weaker dollar.

He also said the group had made investments of DM500m in east Germany, making 3,000 jobs. It announced yesterday the acquisition of leading east German limestone works, Hartz-Kalk in Saxony-Anhalt, said to own some of the best quality deposits in Europe.

Siemens in Italian rail equipment agreement

By John Wyles in Rome

A NEW Italo-German collaboration in railway equipment manufacturing was formalised yesterday with an agreement between Siemens and Ansaldo Trasporti of Italy's state-owned IRI group.

The agreement is likely to cause a political row in Italy between the two dominant parties in the governing coalition, the Christian Democrats and the Socialists. The latter will see the tie-up with Siemens as a threat to Italy's smallest and heavily loss-making industrial holding group, EFIM, which is under Socialist control.

The Siemens deal puts Ansaldo in a position to offer a high speed train alternative to the TGV 500 based on German technology.

The Italian national railways, the Ferrovie dello Stato, recently signed a strategic agreement with IRI which may well have included an understanding that the group would seek to supply an alternative to the TGV 500.

In parallel with its agreement with Siemens, Ansaldo has also signed a co-operation agreement with Enea, an Italian rolling stock manufacturer.

Telegraph may buy Spain daily

By Tom Burns in Madrid

THE DAILY Telegraph, the British national newspaper owned by Mr Conrad Black, the Canadian financier, is negotiating the acquisition of Ya, a Madrid daily that was formerly controlled by the Catholic Church in Spain and is part of the Bilbao-based Comencon media group.

The talks mark at least the third and the most ambitious bid attempt by Mr Black to break into the Spanish market.

Previous targets have included Diario 16 and El Independiente. There were also preliminary discussions with El Mundo, another Madrid newspaper. Industry sources said earlier negotiations with other Spanish publishers had broken down over the British group's wish to purchase majority control.

Comencon is understood to be anxious to sell the Madrid daily in order to concentrate on the regional newspaper market. Ya, once the platform of the Spanish bishops and one of the top selling national Spanish dailies 15 years ago, has lost readership in recent years and has a circulation of less than 50,000.

Ya was bought by Comencon, together with three regional newspapers also owned by the bishops' Editorial Catolica publishing house after protracted negotiations in the late 1980s. It has failed to regain lost ground despite its conversion into a commercial, if conservative, tabloid.

Portuguese bank rises sharply

BANCO Espirito Santo e Comercial de Lisboa (BESCL), Portugal's second largest state-owned commercial bank in terms of assets, reported a sharp rise in profits for 1990, writes Patrick Blum in Lisbon.

The bank, which is due to be privatised later this year or early in 1992, saw its profits increase by more than 90 per cent to E212.5m (\$360m) last year from E28.5m in 1989 on total assets which rose by a more modest 6.7 per cent to E1,338bn last year from E1,190bn in 1989.

The bank is strengthening its reserves and building up its pension fund which stands at about E200m. For years, most Portuguese state-owned banks have been seriously underfunded to meet pension liabilities, but they have all been building up special reserves to deal with the problem.

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Lloyds Bank in talks over ILG's £50m overdraft

By David Churchill, Leisure Industries Correspondent

LLOYDS Bank was last night understood to be in urgent talks with the troubled private-owned International Leisure Group (ILG) over the status of the company's £50m (\$100m) overdraft with the bank.

Lloyds refused to be drawn on the nature of the talks and also declined to give details of the plan agreed last month to turn the £50m debt into ILG equity.

The bank's concern with ILG's cash flow problems has added pressures on the holiday company which also operates Air Europe, a UK airline.

The Civil Aviation Authority, which has licensed ILG to

transport 2m Britons to Mediterranean holiday resorts this year, said yesterday it was monitoring the situation as it was legally obliged to do.

Garman retail group Kauthof, which was rumoured to be interested in investing in ILG, said last night it was not interested in taking a stake.

ILG, which would not comment yesterday on its financial position, announced a month ago that its cash flow problems caused by high gearing and the slump in holiday bookings were being dealt with by a financial re-structuring. ILG said at that time that Lloyds had agreed to the

unusual move of turning the £50m overdraft into equity and becoming the company's biggest shareholder.

At the same time, ILG said that it was raising some £40m from its other shareholders, primarily Mr Werner Bey's Omsi Holdings which owned 49 per cent of ILG.

Mr Bey was also said to be selling 19.5 per cent of his stake to Asko, the German retailer, and the remaining 29.5 per cent to Harpener, a German investment company. However, it is not clear whether either transaction had actually been completed.

Allianz sees DM500m loss in east Germany

By Katharine Campbell in Frankfurt

ALLIANZ, Europe's leading insurance company, announced yesterday that it would make a loss in excess of DM500m (\$337m) in its new east German operations this year, according to preliminary calculations.

If it is to avoid wiping out the capital of its joint venture, which is just DM500m, it will require a capital increase before the end of 1991.

Allianz provoked a controversy last year when it formed a joint venture with the state insurer which initially gave it a monopoly of the underdeveloped and potentially lucrative east German market.

Allianz says that the competition induced by the arrival of some 800 insurance companies has reduced its market share to around 20 per cent in life business and 25 per cent in non-life.

The losses, which are considerably bigger than anticipated, are likely to continue for up to eight years, stem partly from the very high rate of accident claims for motor vehicles.

The numbers of deaths on the roads in the east since unification have doubled, with claims for damages up 75 per cent.

Another factor is that premiums in the east are also still 20 per cent below those in the west.

The joint venture is still 49 per cent owned by the Treuhand, the trust body charged with privatising east German industry.

Allianz has not yet specified when and if it will assume full control.

Allianz Versicherung, which is the non-life part of the business, yesterday announced preliminary figures for 1990 which showed higher claims because of storm damage last spring.

It paid out 820,000 claims for storm damage amounting to DM544m.

Premium income increased by 4.7 per cent to DM10.4bn, and the company said that its profits would be "somewhat" higher than in the previous year.

Sandvik books fall of 6%

By Robert Taylor in Stockholm

SANDVIK, the Swedish specialty steel and carbide group, yesterday reported a 5.9 per cent drop in profits (after financial items) for 1990 to SKR2,850m (\$590m).

Investment fell by 2.7 per cent last year to SKR12,250m while the order book declined to SKR18,130m from SKR18,900m.

Earnings per share in 1990 were SKR34.70, compared with SKR34.45 the previous year. Sandvik's board is recommending a dividend increase to SKR5.50 from SKR5.50 in 1989.

The group reported a profit of SKR1,580m in its cemented

carbide activities for 1990, a SKR333m drop on the previous year's figure which was due mainly to a sharp decline in earnings in the US and Japan.

There was also a slight decline in profits from its steel division to SKR483m from SKR516m and in saws and tools to SKR91m from SKR124m, which were blamed on high costs and poor productivity in Swedish operations.

In a statement yesterday, the group said only the German and Japanese markets stayed strong throughout last year.

Gambro ahead by 24%

By John Burton in Stockholm

GAMBRO, the Swedish manufacturer of dialysis and intensive care equipment, yesterday reported that annual pre-tax profits increased by 24 per cent to SKR406m, while sales rose by 39 per cent to SKR1.31m. A dividend increase to SKR3 per share from SKR2.40 was proposed.

Gambro said that the benefits from its SKR1.5m acquisition of Cobe Laboratories in the US last June will become apparent over the next three years following a reorganisation of its activities.

Gambro diversified into

products for cardiovascular surgery and blood component technology by buying Cobe.

Earnings were increased by a continuing shift in product mix toward more advanced and expensive products. Demand remained firm for dialysis with synthetic membranes, dialysis concentrate, and blood component technology.

It reported that profits increased in European markets, with the possibility of future strong growth in central and eastern Europe. Markets are also expanding in Asia as a result of the Cobe acquisition.

NMB Postbank suffers weaker second half

By Ronald van de Krol in Amsterdam

NMB POSTBANK, the Dutch bank which merged earlier this week with insurer Nationale-Nederlanden, said its net profit fell by 3.5 per cent to F1,635m (\$380m) in 1990, reflecting a weaker second half.

For the first six months, net profit had risen by 7.7 per cent. The bank said that gross profit showed a decline of 4.7 per cent to F1.159m as costs rose by 6 per cent to F1.356m outstripping a more moderate 2.4 per cent increase in income to F1.546m. Despite the lower results, NMB Postbank said it was raising its dividend to F1.00 from F1.75 in 1989.

It gave no profit forecast for 1991, citing uncertainties about the postwar economic climate and the difficulty of forecasting interest rate and currency movements.

The downturn in the second half was due mainly to the Gulf crisis and the effect it had on stock markets and on borrowing.

Swedish packer advances 23%

By Robert Taylor

FLM, the fifth largest packaging group in Europe, increased its profits (after financial items) by 23 per cent last year to SKR264m (\$50m) from SKR211m.

However, sales fell to SKR5,856m from SKR6,153m over the same period. Return on capital employed was 19.5 per cent in 1990, compared with 18.6 per cent the previous year. There was a particularly strong earnings performance in the Swedish company's beverage can division, with a rise to SKR209.8m in 1990 from SKR160.7m, while FLM's earnings from its glass container production rose to SKR244.7m from SKR202m. The growth was sluggish in food can manufacture.

FLM said the sales trend was "particularly promising" in Germany where the company has a number of production plants.

Investment and industrial holding company that owns 90 per cent of FLM, also reported yesterday a 38 per cent growth in profits (after financial items) in 1990 to SKR528m from SKR389m, a 18 per cent fall in the value of its assets and a drop in its portfolio value of SKR1.6bn to SKR77bn. The board has recommended a 20 per cent dividend increase to SKR7.20 per share.

BRIERLEY INVESTMENTS LIMITED

Interim Profit

ANNOUNCEMENT

(NZ\$)	HALF YEAR TO 31 DEC 90	HALF YEAR TO 31 DEC 89	FULL YEAR TO 30 JUNE 90
Profit After Tax and Minorities	175.2	188.2	401.7
Adjusted Earnings Per Share*	9.0c	9.9c	21.1c
Adjusted Dividends Per Share*	5.0c	5.0c	11.0c
Shareholders' Funds	3,012	2,662	2,761
Capital Funds	5,381	4,226	4,468
Net Debt to Capital Funds	125.5%	70.8%	64.8%

* Adjusted for bonus issues
Interim figures are unaudited

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BALANCE SHEET

"In acquiring Mount Charlotte, we accepted that we would need to reduce debt..., since these accounts were prepared, net debt has been reduced by \$1.2 billion to \$5.4 billion....we anticipate a further reduction in net debt to approximately \$4 billion by 30 June which...is equivalent to a net debt: capital funds ratio of 75%..., and is acceptable in the current environment."

P D Collins
Chief Executive

B A Hancock
Chairman

FOR FURTHER INFORMATION ON BIL, OR A COPY OF THE INTERIM REPORT, PLEASE CONTACT:
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015010150

Amgen set to entrance the medicine men

Karen Zagor examines the implications of this week's court ruling on patent rights

AMGEN, one of the most promising US biotechnology companies, scored a coup when a federal court this week gave the company a patent monopoly in the US for its EPO drug. The drug is used to treat anaemia in kidney dialysis patients, and should pave the way for Amgen to become a fully-fledged independent pharmaceutical company.

The ruling ended a four-year legal battle between Amgen and Genetics Institute over erythropoietin, or EPO, which Amgen will market under the brand name Epogen. The court decided that Genetics Institute had not proved that it had isolated a protein with the biological characteristics described in the patent.

Amgen now has exclusive rights for

the sale and production of EPO in the US for at least seven years.

Wall Street registered its enthusiasm for Amgen's growth prospects by pushing the share price up 39% to \$122 1/2 at midday yesterday, following a \$12 gain on Wednesday after the federal court ruling. Shares in Genetics Institute plummeted more than 50 per cent during trading on Wednesday, but recovered somewhat yesterday morning, adding \$1 1/4 to \$39 1/2.

The decision secures Amgen's position as the leading US biotechnology company. Although its sales from Epogen, which received FDA approval in 1989, are expected to be about \$300m this year, the company's market capitalisation is staggeringly large at close to \$4.5bn.

And analysts are extremely bullish about Amgen's future. Mr Viren Mehta, an industry analyst at Mehta & Isaly in New York, said: "There is a company that 10 years ago was just a glimmer in someone's eyes that became a small biotechnology company and now it has become a fully-fledged pharmaceutical company."

Amgen's growth on the back of Epogen has been phenomenal. Epogen's first-year sales of more than \$150m set an industry record. For the first six months of 1991, Amgen's revenues jumped to \$150m from \$88m in the first half of 1990, and net income soared to \$25.4m from only \$4.7m in the same period. The company's total debt at the end of 1990 was \$15.5m.

Amgen's second drug, Neupogen

(recombinant granulocyte colony-stimulating factor), could be an even bigger money-spinner. The drug helps boost the body's immunity to bacterial infections and has been extensively tested among cancer patients undergoing chemotherapy.

Neupogen helps restore the immunity killed during chemotherapy and allow patients to withstand heavier doses of chemotherapy.

Australian brewer beats profit target

By Kevin Brown

SA BREWING, the Adelaide-based drinks and manufacturing group, increased net profits by 11.3 per cent to A\$50.8m (US\$39m) for the six months to December, in spite of the Australian recession.

Mr Ross Wilson, chief executive, said the result exceeded the group's target of a 5 per cent increase in net profits, but warned that the second half would be difficult.

"I can't make forecasts, but it seems to me that the balance of the second half will be the same as the first eight months - very tough - and we will have to concentrate on cost reduction and maintaining market share," he said.

Mr Wilson said trade showed no sign of improving in the first two months of the second half, but forecast a domestic economic recovery beginning in the third quarter or early in 1992.

He said the recovery was likely to be led by revived US economic growth, and revealed that SA Brewing was considering possible US acquisitions.

First-half sales rose 10 per cent to A\$98.5m, including a six-week contribution from Penfolds Wines.

The directors declared a fully franked interim dividend of 7.75 cents, up from 7 cents.

Earnings fall 54% at John Labatt

JOHN LABATT, Canada's second largest brewer, hit by recession and restructuring charges, posted a 54 per cent drop in third-quarter earnings, writes Robert Gibbons in Montreal.

Labatt, subject of persistent takeover rumours and the consumer products arm of the big Brascant holding company, said profit for the three months ended January 31 was C\$18m (US\$15.5m), or 15 cents a share, against C\$38m, or 44 cents, a year earlier, on sales of C\$126.5m, against C\$126.5m.

The first nine months showed profit of C\$104m, or C\$1.10 a share, against C\$123m, or C\$1.45, a year earlier.

Pacific Dunlop hit by domestic recession

By Kevin Brown in Sydney

PACIFIC Dunlop, the diversified Australian manufacturing group, yesterday blamed the domestic recession for a 10.7 per cent fall in interim net profits to A\$136.8m (US\$105.2m) on turnover down 2.3 per cent to A\$2.5bn.

Net earnings dropped 37.3 per cent after an abnormal loss of A\$13.7m relating to redundancy and rationalisation costs. Last year's interim result included an abnormal profit of A\$51.1m.

Mr John Gough, chairman, said demand had fallen progressively over the six months to the end of December, and Christmas trading had been particularly weak.

However, the impact of recession in Australia had been partly offset by international operations.

Results in most areas were "satisfactory" given the difficult economic circumstances. The worst hit divisions were South Pacific Tyres, the distribution activities, and GNB Batteries (Australia), which returned "significantly" lower profits.

Pacific Brands produced a "much improved" result following substantial restructuring, and the industrial, food, fibre and cables group continued to achieve "excellent" results in the depressed conditions.

Mr Gough said trading conditions in Australia showed no signs of improving in the second half, but all divisions had adjusted to the reduced trading levels and were performing "creditably".

Mr Philip Brass, managing director, said sales had fallen in the third quarter, and were likely to be around 2.5 per cent lower in the second half than in the comparable period of last year.

The directors declared an increased interim dividend of 10.5 cents per share, fully franked, compared with 9.5 cents after last year's first half.

The result was in line with market expectations, and the shares closed 2 cents lower at A\$5.34.

BIL slips 7% and warns on year's dividend

By Terry Hall in Wellington

BRIERLEY Investments (BIL) blamed a "particularly hostile investment environment" for its 6.9 per cent drop in net profit to NZ\$175.15m (US\$104m) in the six months to December 31.

The interim dividend was unchanged at 5 cents a share. However, Mr Bruce Hancock, BIL's chairman, said in view of the difficult outlook, the company might have to reduce the full-year dividend, which last year was 11 cents.

Mr Hancock said that the dividend policy had been exhaustively discussed by directors, but they had dismissed sugges-

tions that they follow the practice of not paying dividend to increase shareholders' wealth.

The BIL profit was achieved on sales 7.5 per cent down at NZ\$4.68bn. Profit before tax fell 15.3 per cent to NZ\$303.59m and tax was down 28.8 per cent at NZ\$82.35m. Earnings per share fell 9.1 per cent, to 9 cents.

Mr Hancock also announced BIL was continuing its asset sales programme after the purchase of Mount Charlotte, the UK hotels group, by selling its recently-acquired 14 per cent stake in Australasian brewery

and liquor group, Lion Nathan, for NZ\$170m, through an institutional placement.

Mr Hancock said that, since balance date, net debt had been reduced by NZ\$1.2bn to NZ\$3.4bn and total assets by NZ\$1.5bn to NZ\$12.7bn. He added that the group expected a further reduction in net debt by June 30 to approximately NZ\$2.4bn, equivalent to a net debt to capital funds ratio of 75 per cent. This was a reduction from its peak at December 31 of 126 per cent.

BIL said that in spite of the impact of high interest rates,

recession and the Gulf war, Mount Charlotte hotels had increased after-tax profits to last year to \$43.1m (US\$31.5m), an increase of 3 per cent.

In the UK, International Equity Pacific saw its net profits drop 28 per cent to HK\$612.23m (US\$78.5m).

The company's car dealership business, Tozer Kemsley and Millbourn, lifted after-tax profits by 11 per cent to \$29.8m on sales of \$1.14bn. Excellent results in France and Australia had more than offset a small downturn in the UK.

Goodman Fielder Wattie, the Australasian foods group, suffered a 12.3 per cent fall in net profits before abnormal items in the first half to December, on turnover up 17.3 per cent to A\$2bn (US\$1.54bn).

The decline was caused by increases in taxation and interest charges caused by the consolidation of some activities as a result of restructuring.

The group said its trading performance had improved significantly following its decision to refocus on its core food operations and sell or close peripheral activities.

The restructuring programme was announced late last year after Goodman Fielder had reported a net loss

of A\$6.6m for 1989-90, largely caused by provisions of A\$20m against investments in loss-making non-core activities.

The group said 12 manufacturing sites in Australia were closed during the first half and two others sold. In New Zealand, the group sold Protech Engineering, a can-making plant and several farms, and closed the Amlanco meat processing operation.

First-half trading profits increased by 30.7 per cent to A\$139.7m, but the improvement was obscured by a 61 per cent rise in interest charges to A\$44.2m, and an increase in tax from A\$18m to A\$25.7m.

Trading profits increased by 11 per cent to A\$78.9m in Australia, on turnover up 7.6 per cent, in spite of the contraction of the food and retail sectors.

Trading profits were up 49 per cent to A\$49.2m in New Zealand, on sales up 11.9 per cent. European operations reported an 83 per cent rise in trading profit to A\$15m.

Mr Michael Nugent, chief executive, said the improvement in the quality of trading profits would "further enhance the credibility of the company's core food business strategy". He said the improvement was "particularly pleasing" given the depressed state of the Australian and New Zealand economies.

Net profit after abnormal items

was up 64.5 per cent to A\$67.1m after including abnormal profits of A\$4.9m, largely relating to the sale of shares in Centrepont Properties. The comparable profit last year was struck after abnormal losses of A\$30.1m.

Mr Nugent said Goodman Fielder expected to maintain the level of trading profits in the second half, but warned that any improvements were likely to be modest given the depressed short-term outlook for the Australasian economies.

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Net profit after abnormal items

Sharp rise in costs hits Goodman Fielder

By Kevin Brown

GOODMAN Fielder Wattie, the Australasian foods group, suffered a 12.3 per cent fall in net profits before abnormal items in the first half to December, on turnover up 17.3 per cent to A\$2bn (US\$1.54bn).

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The directors maintained the interim dividend



NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given to the shareholders of Nokia Corporation (the "Company") of the Annual General Meeting ("AGM") to be held on Thursday, 4th April, 1991 at 3.00 p.m. at the Helsinki Fair Centre, Congress Wing, Congress Hall C 1, Rautatieasemakatu 3, Helsinki, Finland.

The following matters, specified in Article 12 of the Articles of Association, will be on the agenda for the meeting:

- review of the annual accounts, comprising the Profit and Loss Account, the Balance Sheet, the Annual Report of the Board of Directors and the Consolidated Accounts;
- review of the Auditors' Report;
- approval of the Profit and Loss Account, the Balance Sheet, the Group Profit and Loss Account and the Group Balance Sheet;
- decision on any measures to which the profit or loss shown in the approved Balance Sheet or Group Balance Sheet may give rise;
- decision on discharging the members of the Board of Directors and the President from liability;
- decision on the number of members to serve on the Board of Directors and the number of regular auditors;
- decision on the remuneration to be paid to the members of the Board of Directors and to the auditors;
- appointment of members of the Board of Directors; and
- appointment of the auditors and the deputy auditors.

The accounts for the 1990 financial year will be on display from March 27th, 1991 at the Company's Head Office at Eteläkatu 12, Helsinki, Finland, and the offices of Enskilda Securities, Skandinaviska Enskilda Aktiefonderna Ltd, 26 Finsbury Square, London EC2A 1DS. Copies of the accounts in Finnish, Swedish and English will be sent to shareholders upon request to the Registrar. Copies of the accounts will also be available on request from Enskilda Securities. Copies of the full annual report will be available from Enskilda Securities from 27th March, 1991.

Registered shareholders who wish to exercise their voting rights at the AGM must give notice to the Company of their intention to attend not later than 2nd April, 1991 at 4.00 p.m. Notice may be given to the Shareholders' Registrar in person at the Office of the Company at Helsinki 7 A, Helsinki, Finland, during office hours, or by telephone (0350) 0 1807 380, or in writing to the Shareholders' Registrar, Nokia Corporation, P.O. Box 117, SF-00211, Helsinki, Finland. Written notice should arrive no later than 2nd April, 1991.

Helsinki, March 1991
Board of Directors of Nokia Corporation

Prices for electricity determined for the purposes of the electricity pooling and trading in England and Wales

Period	Pool purchase price	Pool selling price
1/2 hour		
0000	15.78	17.75
0100	22.00	22.00
0200	24.54	27.22
0300	24.54	27.22
0400	24.54	27.22
0500	24.54	27.22
0600	24.54	27.22
0700	24.54	27.22
0800	24.54	27.22
0900	24.54	27.22
1000	24.54	27.22
1100	24.54	27.22
1200	24.54	27.22
1300	24.54	27.22
1400	24.54	27.22
1500	24.54	27.22
1600	24.54	27.22
1700	24.54	27.22
1800	24.54	27.22
1900	24.54	27.22
2000	24.54	27.22
2100	24.54	27.22
2200	24.54	27.22
2300	24.54	27.22
2400	24.54	27.22

Prices are determined for every half-hour in each 24-hour period. Prices are in pence per kilowatt-hour, rounded to two decimal places. The electricity pooling and trading arrangements are subject to the terms and conditions of the Electricity Pooling and Trading Arrangements, which are available from the Electricity Pooling and Trading Arrangements Office, 100 Victoria Road, London SE18 6JF.

BANQUE NATIONALE DE PARIS

Floating rate note issue of USD 400 million, September 1993/1994. The rate of interest applicable for the period beginning 6 March 1991 and set by the reference agent is 7 1/8% annually.

INTERNATIONAL CAPITAL MARKETS

Treasury yields edge lower ahead of employment data

By Karen Zagor in New York and Simon London in London

THE US treasury market was unusually quiet yesterday morning as traders and investors waited for today's release of the February employment figures.

At mid-session, the treasury's 30-year long bond was higher at 95 1/2, yielding 8.26 per cent. The Federal Reserve operated in the open market to arrange overnight system repurchase agreements when Fed Funds were trading at 5 1/2 per cent.

The modest gains yesterday morning were inspired by reports that initial claims for state unemployment insurance rose 20,000 on a seasonally adjusted basis in the week ended February 23. The unemployment figures were unexpectedly high.

The market does not expect the Federal Reserve to change monetary policy unless unemployment in February is sharply higher than expected. Even if the employment data

GOVERNMENT BONDS

are quite weak, the Fed may decide not to ease monetary policy. Mr Alan Greenspan, chairman of the Federal Reserve, said on Wednesday that the US economy contracted in February but the recession was not deepening.

THE first German current account deficit since 1985 breathed new life into the government bond market. Analysts noted imports had grown at a year-on-year rate of 30 per cent, providing further evidence that the domestic economy is strong.

THE UK government bond market followed the German lead, with dealers reporting some investors switching to longer dated stocks.

The benchmark 11 1/2 per cent government bond issue maturing 2003/2007 rose 1/4 point on the day, to close at 11 1/4 for a yield of 10.12 per cent. At the shorter maturities gilts gained around 1/2 point.

On the Life, the June gilt futures contract opened at 92.01 and rose to 92.23 on a volume of over 20,000 contracts.

BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Change	Yield	Week ago	Month ago
UK GILTS						
3.0000	02/01	100.20	+0.02	10.17	10.09	10.17
5.0000	02/01	100.20	+0.02	10.17	10.09	10.17
7.0000	02/01	100.20	+0.02	10.17	10.09	10.17
9.0000	02/01	100.20	+0.02	10.17	10.09	10.17
11.0000	02/01	100.20	+0.02	10.17	10.09	10.17
13.0000	02/01	100.20	+0.02	10.17	10.09	10.17
15.0000	02/01	100.20	+0.02	10.17	10.09	10.17
17.0000	02/01	100.20	+0.02	10.17	10.09	10.17
19.0000	02/01	100.20	+0.02	10.17	10.09	10.17
21.0000	02/01	100.20	+0.02	10.17	10.09	10.17
23.0000	02/01	100.20	+0.02	10.17	10.09	10.17
25.0000	02/01	100.20	+0.02	10.17	10.09	10.17
27.0000	02/01	100.20	+0.02	10.17	10.09	10.17
29.0000	02/01	100.20	+0.02	10.17	10.09	10.17
31.0000	02/01	100.20	+0.02	10.17	10.09	10.17
33.0000	02/01	100.20	+0.02	10.17	10.09	10.17
35.0000	02/01	100.20	+0.02	10.17	10.09	10.17
37.0000	02/01	100.20	+0.02	10.17	10.09	10.17
39.0000	02/01	100.20	+0.02	10.17	10.09	10.17
41.0000	02/01	100.20	+0.02	10.17	10.09	10.17
43.0000	02/01	100.20	+0.02	10.17	10.09	10.17
45.0000	02/01	100.20	+0.02	10.17	10.09	10.17
47.0000	02/01	100.20	+0.02	10.17	10.09	10.17
49.0000	02/01	100.20	+0.02	10.17	10.09	10.17
51.0000	02/01	100.20	+0.02	10.17	10.09	10.17
53.0000	02/01	100.20	+0.02	10.17	10.09	10.17
55.0000	02/01	100.20	+0.02	10.17	10.09	10.17
57.0000	02/01	100.20	+0.02	10.17	10.09	10.17
59.0000	02/01	100.20	+0.02	10.17	10.09	10.17
61.0000	02/01	100.20	+0.02	10.17	10.09	10.17
63.0000	02/01	100.20	+0.02	10.17	10.09	10.17
65.0000	02/01	100.20	+0.02	10.17	10.09	10.17
67.0000	02/01	100.20	+0.02	10.17	10.09	10.17
69.0000	02/01	100.20	+0.02	10.17	10.09	10.17
71.0000	02/01	100.20	+0.02	10.17	10.09	10.17
73.0000	02/01	100.20	+0.02	10.17	10.09	10.17
75.0000	02/01	100.20	+0.02	10.17	10.09	10.17
77.0000	02/01	100.20	+0.02	10.17	10.09	10.17
79.0000	02/01	100.20	+0.02	10.17	10.09	10.17
81.0000	02/01	100.20	+0.02	10.17	10.09	10.17
83.0000	02/01	100.20	+0.02	10.17	10.09	10.17
85.0000	02/01	100.20	+0.02	10.17	10.09	10.17
87.0000	02/01	100.20	+0.02	10.17	10.09	10.17
89.0000	02/01	100.20	+0.02	10.17	10.09	10.17
91.0000	02/01	100.20	+0.02	10.17	10.09	10.17
93.0000	02/01	100.20	+0.02	10.17	10.09	10.17
95.0000	02/01	100.20	+0.02	10.17	10.09	10.17
97.0000	02/01	100.20	+0.02	10.17	10.09	10.17
99.0000	02/01	100.20	+0.02	10.17	10.09	10.17
101.0000	02/01	100.20	+0.02	10.17	10.09	10.17
103.0000	02/01	100.20	+0.02	10.17	10.09	10.17
105.0000	02/01	100.20	+0.02	10.17	10.09	10.17
107.0000	02/01	100.20	+0.02	10.17	10.09	10.17
109.0000	02/01	100.20	+0.02	10.17	10.09	10.17
111.0000	02/01	100.20	+0.02	10.17	10.09	10.17
113.0000	02/01	100.20	+0.02	10.17	10.09	10.17
115.0000	02/01	100.20	+0.02	10.17	10.09	10.17
117.0000	02/01	100.20	+0.02	10.17	10.09	10.17
119.0000	02/01	100.20	+0.02	10.17	10.09	10.17
121.0000	02/01	100.20	+0.02	10.17	10.09	10.17
123.0000	02/01	100.20	+0.02	10.17	10.09	10.17
125.0000	02/01	100.20	+0.02	10.17	10.09	10.17
127.0000	02/01	100.20	+0.02	10.17	10.09	10.17
129.0000	02/01	100.20	+0.02	10.17	10.09	10.17
131.0000	02/01	100.20	+0.02	10.17	10.09	10.17
133.0000	02/01	100.20	+0.02	10.17	10.09	10.17
135.0000	02/01	100.20	+0.02	10.17	10.09	10.17
137.0000	02/01	100.20	+0.02	10.17	10.09	10.17
139.0000	02/01	100.20	+0.02	10.17	10.09	10.17
141.0000	02/01	100.20	+0.02	10.17	10.09	10.17
143.0000	02/01	100.20	+0.02	10.17	10.09	10.17
145.0000	02/01	100.20	+0.02	10.17	10.09	10.17
147.0000	02/01	100.20	+0.02	10.17	10.09	10.17
149.0000	02/01	100.20	+0.02	10.17	10.09	10.17
151.0000	02/01	100.20	+0.02	10.17	10.09	10.17
153.0000	02/01	100.20	+0.02	10.17	10.09	10.17
155.0000	02/01	100.20	+0.02	10.17	10.09	10.17
157.0000	02/01	100.20	+0.02	10.17	10.09	10.17
159.0000	02/01	100.20	+0.02	10.17	10.09	10.17
161.0000	02/01	100.20	+0.02	10.17	10.09	10.17
163.0000	02/01	100.20	+0.02	10.17	10.09	10.17
165.0000	02/01	100.20	+0.02	10.17	10.09	10.17
167.0000	02/01	100.20	+0.02	10.17	10.09	10.17
169.0000	02/01	100.20	+0.02	10.17	10.09	10.17
171.0000	02/01	100.20	+0.02	10.17	10.09	10.17
173.0000	02/01	100.20	+0.02	10.17	10.09	10.17
175.0000	02/01	100.20	+0.02	10.17	10.09	10.17
177.0000	02/01	100.20	+0.02	10.17	10.09	10.17
179.0000	02/01	100.20	+0.02	10.17	10.09	10.17
181.0000	02/01	100.20	+0.02	10.17	10.09	10.17
183.0000	02/01	100.20	+0.02	10.17	10.09	10.17
185.0000	02/01	100.20	+0.02	10.17	10.09	10.17
187.0000	02/01	100.20	+0.02	10.17	10.09	10.17
189.0000	02/01	100.20	+0.02	10.17	10.09	10.17
191.0000	02/01	100.20	+0.02	10.17	10.09	10.17
193.0000	02/01	100.20	+0.02	10.17	10.09	10.17
195.0000	02/01	100.20	+0.02	10.17	10.09	10.17
197.0000	02/01	100.20	+0.02	10.17	10.09	10.17
199.0000	02/01	100.20	+0.02	10.17	10.09	10.17
201.0000	02/01	100.20	+0.02	10.17	10.09	10.17
203.0000	02/01	100.20	+0.02	10.17	10.09	10.17
205.0000	02/01	100.20	+0.02	10.17	10.09	10.17
207.0000	02/01	100.20	+0.02	10.17	10.09	10.17
209.0000	02/01	100.20	+0.02	10.17	10.09	10.17
211.0000	02/01	100.20	+0.02	10.17	10.09	10.17
213.0000	02/01	100.20	+0.02	10.17	10.09	10.17
215.0000	02/01	100.20	+0.02	10.17	10.09	10.17
217.0000	02/01	100.20	+0.02	10.17	10.09	10.17
219.0000	02/01	100.20	+0.02	10.17	10.09	10.17
221.0000	02/01	100.20	+0.02	10.17	10.09	10.17
223.0000	02/01	100.20	+0.02	10.17	10.09	10.17
225.0000	02/01	100.20	+0.02	10.17	10.09	10.17
227.0000	02/01	100.20	+0.02	10.17	10.09	10.17
229.0000	02/01	100.20	+0.02	10.17	10.09	10.17
231.0000	02/01	100.20	+0.02	10.17	10.09	10.17
233.0000	02/01	100.20	+0.02	10.17	10.09	

28

Financial engineers in pursuit of perfect capital

By Barbara Durr in Chicago

the winner in the jurisdictional battle. Her agency not only retains the right to take future oversight, but won a two significant other issues.

Index participations (IPs) based on baskets of shares which the SEC claimed should be under its authority, are now considered futures and overseen by the CFTC. However, those IPs that have been approved or submitted to the SEC for approval before December 31, 1990 will be studied from CFTC scrutiny.

Mark also won a crucial skirmish over the exemption from the exclusive regulatory authority granted to her agency by the Commodity Exchange Act. Hybrid financial products, which contain elements of both futures and a security, are now to be submitted to a CFTC-designed test that will determine whether such products derive more than 80 per cent of their value from the underlying commodity. If the test is negative, they will come under the CEA.

But where the geneticist is aiming for resistance to disease or pests, the financial engineer is looking for resistance to tax. Rather than physical climate, the financial engineer must conquer the accounting environment.

The tax environment in the UK in the current depressed climate are hybrid instruments which share some of the features of debt and some of the features of equity. They are instruments which cut balance sheet gearing but cost the issuer far less than conventional debt.

The tax authorities have to design an instrument which looks like equity and is for the purposes of accounting, but qualifies as debt for the purposes of tax.

A loose definition of equity might include the following elements, it is risk capital, simple, free of covenants, subordinated, a shock absorber for senior creditors, of indefinite life with no maturity date.

Quite which of these elements and which in what proportion does equity vary from country to country. The Accounting Standards Board is currently grappling with an inclusive definition of equity for UK companies. The tax authorities, however, work to a much tighter set of rules, taking their definition from the common law.

Perhaps the simplest debt/equity hybrids are convertible bonds, such as the convertible capital bonds issued by UK companies including Sainsbury, British Airways and Tesco.

The structure was designed by SCF Warburg, the UK investment bank.

The bonds have a face value of £1 million and convert into ordinary shares at a very small premium to the current market price, making conversion highly likely. Moreover, the bonds are highly subordinated, giving the holders something akin to equity risk.

This structure has convinced the accountants that the bonds can be accounted for as near-equity from the date of issue. Looked at from an economic perspective, rather than the legal perspective, the bonds are in fact more like equity. The bondholders rank behind other creditors in the event of default. Yet if the issuer remains a going concern, the likelihood is the bonds will be converted into equity.

Another variation on the convert-

Perhaps the most complex structure of this sort has been designed for the French market — repackaged perpetual notes.

Perpetual notes are placed with investors, but a portion of the notes are prepaid in advance and the money is invested via a trust company in deep-discount zero coupon bonds, usually from a sovereign government to minimise credit risk in the intervening period. When the zero coupon bonds mature, usually after 10 or 15 years, the proceeds are used to buy back the perpetual notes from the holders.

Hence nominally perpetual notes have a limited actual life. However, because the notes are nominally perpetual and subordinated, they can be accounted for as equity under French

It is a measure of the importance the tax treatment to all of these debt-equity hybrids that a tax ruling from the French authorities at the end of last year prompted a flood of issues, the biggest of which was a FF-60 issue for LVMH, the luxury goods and drinks subsidiary of U.C. brewing concern Guinness, via J.P. Morgan.

The structure would not work in the UK because it would not be companies (other than banks) from claiming payments on perpetual instruments as tax deductible.

The main US hybrid is auction market preferred shares (AMPS), which like the French repackaged perpetual notes have no maturity date but are structured to be saleable. The interest on AMPS is set through a regular remarketing or "roll" process, in which each auction investors have the right either to sell the bonds back to the intermediary which issued the notes (the remarketing agent) or demand a higher rate of interest.

Critics argue that AMPS are tax deductible because interest payments are not tax deductible for the issuer. In this sense it differs from other debt-equity hybrid structures.

But they are true hybrids when looked at from the economic perspective. Because of the remarketing process, the cost of capital rises when the

For example, earlier this year PolyGram raised \$200m of quasi-equity in a placement of exchangeable subordinated notes. Not only are the notes a convertible hybrid, they are also convertible into AMPPS — themselves hybrid instruments.

The structure was designed by Goldman Sachs, especially for PolyGram, which has Dutch domestic law. Three series of notes were issued with initial maturities of three, seven and 20 years. The notes are exchangeable into US auction market preference shares at the option of the company any time after the initial maturity dates — or in special circumstances. This allows the company to set up an AMPPS trust, whenever it chooses, and in the meantime to bolster its balance sheet.

The notes are accounted for as a minority interest in PolyGram's accounts, under the general heading of equity, but the coupon payments are deductible against tax.

When the AMPPS structure is used that conversion into preference shares is at the option of the issuer, rather than the holder, of the notes. However, being convertible into a hybrid instrument rather than pure equity, the structure moves quasi-equity back

Wide variety of deals reflects market's basic lack of direction

By Tracy Corrigan

NEW issues in the Eurobond market emerged in a variety of currencies, again reflecting the lack of direction in bond markets. Underwriters are finding placement of bonds

INTERNATIONAL BONDS

considerably harder work than it was a few weeks ago, although they say there is still fairly good demand in some areas, like the dollar and the Swiss franc markets, where currency appreciation is expected.

After the recent surge of large transactions, investors appear to have tired of the bonds for the moment, and yesterday's EuroCom issue for Credipol, the Italian financial institution, failed to revive their interest.

Electric Capital
a firm demand
se investors,
stitutions, less
with the name,
ed. The deal, which
to face a bid
ended at \$9.70 bid
red offer price of

re, Ekspertfinans,
agency, added a
of Can\$250m deal
st launched in 1989.
the tranche would
more liquidity into
demand for Canadian
be concentrated on
end of the market
sharply inverted
e. The issue was
into floating-rate
about 15 basis points
London Interbank

old issues com
demand in the
dollar market,
deals emerged
Unilever's deal
Monday, was

Borrower
US DOLLARS
Netherlands UK(a)
PT Astra(a)
ECUs
Credip O'sea BIL
CANADIAN DOLLARS
Superior Finance ASIO
AUSTRALIAN DOLLARS
Mobil Aus.Fin.CO (a)
State Bank of NSW
FRENCH FRANKS
Netherlands
SANTIS FRANCE
Nittoku Engine CO.(a)

LINE
ECSC(a)
★Private placement
on 7/28/89 Coupon
Not callable 1st Prt
Not callable 2nd Prt

Maturity	Fees	Book runner
1998 2006	1 1/2 1/4 2 2/1	De-itch Kangyo Bk. Morgan Stanley Int.
1996	1 1/2 1/4	West LB
1994	4 1/4	Goldman Sachs Int.
1997 1996	2 1/4 2 1/4	Westpac Banking Corp. Deutsche Bk.Cp.Mkts.
1995	1 1/2	Paribas Cpt.Mkts.
1995	-	Yamaichi Bank.(Switz)
1996	1 3/4 1/2	Is.Bancarlo S'Paolo

* Non-callable, b) Amount increasing from \$100m to \$150m in 1997, c) Floating with extending C\$250m in 1997 at 17.7%, d) Floating with extending C\$250m in 1997 at 17.7%.

Borrower	Amount m.	Compon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Nissae Intl UK(a)(i)	30	8 1/2	101 1/2	1998	1 1/2 / 1 1/2	Dai-ichi Kangyo Bk.
PT Astra(a)(i)	125	6 1/4	100	2008	2 1/2 / 1	Morgan Stanley Int.
ECUs						
Creditp O'sean Bk.(a)(i)	300	9 1/2	101 1/4	1986	1 1/2 / 1 1/2	West LB
CANADIAN DOLLARS						
Esportinane AS(a)(i)	125	10 1/4	99.95	1984	1/4 / 1/4	Goldman Sachs Int.
AUSTRALIAN DOLLARS						
Mort Aus.Fin.Co.(a)(i)	100	12	100	1987	2 / 1 1/2	Westpac Banking Corp.
State Bank of NSW(a)(i)	100	11 1/4	99 1/4	1986	2 / 1 1/2	Deutsche Bk.Cap.Mkts.
FRENCH FRANCS						
GECC.(a)(i)	750	8 1/2	101, 18	1995	1 1/2	Paribas Cap.Mkts.
SWISS FRANCS						
Ninkui Engine Co.(d)***	50	5 1/4	100	1995	-	Yamaguchi Bank(Switzerland)
LIRE						
ECSS(a)(i)	450bn	11 1/2	101, 20	1986	1 1/2 / 1 1/2	laBancario S' Paolo

*Private placement, 5 Convertible, 949/95 with warrants, 5 final terms. a) Non-callable, b) Amount increased from \$100m to \$125m. c) Coupon was increased at 6 1/2-7%. Conversion premium fixed at 17.7%. d) Putable with existing \$250m loan

Non-callable, e) Put option on \$0/95 at 108% to yield 8.268%.

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[illegible]

AVERAGE GROSS REDEMPTION YIELDS	Thu Mar 77	Wed Mar 77	Year ago
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*Opening Index 2448.7; 9 am 2457.0; 10 am 2443.3; 11 am 2444.0; Noon 2448.2; 1 pm 2441.7; 2 pm 2444.2; 2.30 pm 2443.3; 3 pm 2450.4; 4.10 pm 2438.6; (a) 8.47 am (b) 4.05 pm v Fiat yield. Highs and lows record, base dates, values and constant changes are published in Saturday issues. A list of constituents is available from the Publishers, The Financial Times, Number One, Southwark Bridge, London SE1 9HL. The FT-ACTUARIAL SHARE INDICES SERVICE includes details of the information used in the construction of these indices. These are available by subscription from FINSTAT 071-925 2323.

	Rises	Falls	Same
British Funds	71	1	0
Corporations	7	0	0
Industrial	341	383	8
Financial and Properties	140	176	4
Misc.	29	17	0
Plantations	1	0	0
Minerals	3	19	17
Others	55	51	0
Totals	673	647	150

EQUITIES										
Issue Price	Am't Paid	Latest Reported Date	1990/91		Stock	Current Price	% Chg	Net Div	Times Cov'd	Yield %
			High	Low						
100	F.P.	116	101	82	East German Inv. Ltd.	118	+3			
100	F.P.	90	58	40	Golden Ridge	113	+3			
100	F.P.	75	65	45	Greenland Progs.	67	-18			
75	F.P.	18	18	14	Green Energy Inc.	18	-12			
40	F.P.	40	34	23	Eastbrook Progs. Wmns.	39	-1			
50	F.P.	140	90	70	JP Pacific Corp. Wmns.	140				
50	F.P.	45	45	43	North Warrants	44	-1			
					Trojan, West	7				
					Warrants	7				

Brown Price C	Amount Paid up	Latest Return Date	1990/91	Stock	Closing Price C	+
			High			
1000	F.P.		86	Brown-Walsh Capital Ltd C Co Ltd	83	
1000	F.P.		1110	Br Lend Lend Ltd C Co Ltd 7011	1110	
1000	F.P.		1130	Enved 7 250(M) Co. Ltd, Pl.	1110	-2
80	P.F.	29/11	306	Hayward Group Co. Ltd, Pl.	306	
1000	F.P.		304	Grosvonts Securities Co. Ltd La 2000	304	
1000	F.P.		970	Lithallip Ltd Co. Ltd, Pl. 1991	970	
1000	F.P.		970	TF Group Ltd Co. Ltd, Pl. 1991	970	
1000	F.P.		1390	Pl. Lend Ltd Co. Ltd, Pl.	1390	-6

Line Price p	Amount Paid up	Latest Report Date	1990/91		Stock	Outstanding p	%
			High	Low			
5	nil	22/4	20m	22m	Alpha Group 21p	21p	
10	nil	1/3	30m	22m	Energy Energy 5p	5p	
13	nil	1/3	20m	22m	Marathon 50p	50p	
25	nil	11/2	40m	41m	Marathon 50p	50p	
26	nil	11/2	40m	41m	Marathon 50p	50p	
27	nil	19/4	20m	22m	Marathon 50p	50p	
28	nil	19/4	20m	22m	Marathon 50p	50p	
29	nil	19/4	20m	22m	Marathon 50p	50p	
30	nil	19/4	20m	22m	Marathon 50p	50p	
31	nil	19/4	20m	22m	Marathon 50p	50p	
32	nil	19/4	20m	22m	Marathon 50p	50p	
33	nil	19/4	20m	22m	Marathon 50p	50p	
34	nil	19/4	20m	22m	Marathon 50p	50p	
35	nil	19/4	20m	22m	Marathon 50p	50p	
36	nil	19/4	20m	22m	Marathon 50p	50p	
37	nil	19/4	20m	22m	Marathon 50p	50p	
38	nil	19/4	20m	22m	Marathon 50p	50p	
39	nil	19/4	20m	22m	Marathon 50p	50p	
40	nil	19/4	20m	22m	Marathon 50p	50p	
41	nil	19/4	20m	22m	Marathon 50p	50p	
42	nil	19/4	20m	22m	Marathon 50p	50p	
43	nil	19/4	20m	22m	Marathon 50p	50p	
44	nil	19/4	20m	22m	Marathon 50p	50p	
45	nil	19/4	20m	22m	Marathon 50p	50p	
46	nil	19/4	20m	22m	Marathon 50p	50p	
47	nil	19/4	20m	22m	Marathon 50p	50p	
48	nil	19/4	20m	22m	Marathon 50p	50p	
49	nil	19/4	20m	22m	Marathon 50p	50p	
50	nil	19/4	20m	22m	Marathon 50p	50p	
51	nil	19/4	20m	22m	Marathon 50p	50p	
52	nil	19/4	20m	22m	Marathon 50p	50p	
53	nil	19/4	20m	22m	Marathon 50p	50p	
54	nil	19/4	20m	22m	Marathon 50p	50p	
55	nil	19/4	20m	22m	Marathon 50p	50p	
56	nil	19/4	20m	22m	Marathon 50p	50p	
57	nil	19/4	20m	22m	Marathon 50p	50p	
58	nil	19/4	20m	22m	Marathon 50p	50p	
59	nil	19/4	20m	22m	Marathon 50p	50p	
60	nil	19/4	20m	22m	Marathon 50p	50p	
61	nil	19/4	20m	22m	Marathon 50p	50p	
62	nil	19/4	20m	22m	Marathon 50p	50p	
63	nil	19/4	20m	22m	Marathon 50p	50p	
64	nil	19/4	20m	22m	Marathon 50p	50p	
65	nil	19/4	20m	22m	Marathon 50p	50p	
66	nil	19/4	20m	22m	Marathon 50p	50p	
67	nil	19/4	20m	22m	Marathon 50p	50p	
68	nil	19/4	20m	22m	Marathon 50p	50p	
69	nil	19/4	20m	22m	Marathon 50p	50p	
70	nil	19/4	20m	22m	Marathon 50p	50p	
71	nil	19/4	20m	22m	Marathon 50p	50p	
72	nil	19/4	20m	22m	Marathon 50p	50p	
73	nil	19/4	20m	22m	Marathon 50p	50p	
74	nil	19/4	20m	22m	Marathon 50p	50p	
75	nil	19/4	20m	22m	Marathon 50p	50p	
76	nil	19/4	20m	22m	Marathon 50p	50p	
77	nil	19/4	20m	22m	Marathon 50p	50p	
78	nil	19/4	20m	22m	Marathon 50p	50p	
79	nil	19/4	20m	22m	Marathon 50p		

● First Dealings	March 4	Nicholson, Ravy, Bess Esl.
● Last Dealings	March 15	Euro-Colour, Euro Disney, For
● Last Declarations	June 13	Sellar Morris, Gaelic Res., Ges
● For settlement	June 24	vor, Interlink Express, Lon. Sec

For rate indications see end of London Share Service

● Calls in Brent Walker, BET, BTR
 Merrinis, 93/94, Burton, Buck-
 ingham Int, Barfield Int, Corpo-

Rest. puts in BTR writes, 82/93
 Madava, McCarthy & Stone, New
 and Reuters. Puts and calls in

Option	DALLS					PUTS					Option	DALLS					PUTS																	
	Jan	Feb	Mar	Apr	May	Jan	Feb	Mar	Apr	May		Jan	Feb	Mar	Apr	May	Jan	Feb	Mar	Apr	May													
Alld Lines ('532)	460	82	85	95	24	7	9					Transatlantic ('281)	260	18	25	36	13	27	34				American ('71)	70	3	9 1/2	11 1/2	3 1/2	6	6 1/2				
ASDA ('137)	120	25	45	53	26	1						Int. Airways ('377)	350	51	57	65	7	4 1/2					Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	120	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	130	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo ('447)	420	29	41	49	29	17	25	43			
ASDA ('137)	140	25	45	53	26	1	3	5				Int. Airways ('377)	350	24	35	43	7	12 1/2	15				Wells Fargo											

Grand Mat. (173)	390	8	20	27	32	35	43	50	57	64	71	78	85	92	99	106	113	120	127	134	141	148	155	162	169	176	183	190	197	204	211	218	225	232	239	246	253	260	267	274	281	288	295	302	309	316	323	330	337	344	351	358	365	372	379	386	393	400	407	414	421	428	435	442	449	456	463	470	477	484	491	498	505	512	519	526	533	540	547	554	561	568	575	582	589	596	603	610	617	624	631	638	645	652	659	666	673	680	687	694	701	708	715	722	729	736	743	750	757	764	771	778	785	792	799	806	813	820	827	834	841	848	855	862	869	876	883	890	897	904	911	918	925	932	939	946	953	960	967	974	981	988	995	1002	1009	1016	1023	1030	1037	1044	1051	1058	1065	1072	1079	1086	1093	1100	1107	1114	1121	1128	1135	1142	1149	1156	1163	1170	1177	1184	1191	1198	1205	1212	1219	1226	1233	1240	1247	1254	1261	1268	1275	1282	1289	1296	1303	1310	1317	1324	1331	1338	1345	1352	1359	1366	1373	1380	1387	1394	1401	1408	1415	1422	1429	1436	1443	1450	1457	1464	1471	1478	1485	1492	1499	1506	1513	1520	1527	1534	1541	1548	1555	1562	1569	1576	1583	1590	1597	1604	1611	1618	1625	1632	1639	1646	1653	1660	1667	1674	1681	1688	1695	1702	1709	1716	1723	1730	1737	1744	1751	1758	1765	1772	1779	1786	1793	1800	1807	1814	1821	1828	1835	1842	1849	1856	1863	1870	1877	1884	1891	1898	1905	1912	1919	1926	1933	1940	1947	1954	1961	1968	1975	1982	1989	1996	2003	2010	2017	2024	2031	2038	2045	2052	2059	2066	2073	2080	2087	2094	2101	2108	2115	2122	2129	2136	2143	2150	2157	2164	2171	2178	2185	2192	2199	2206	2213	2220	2227	2234	2241	2248	2255	2262	2269	2276	2283	2290	2297	2304	2311	2318	2325	2332	2339	2346	2353	2360	2367	2374	2381	2388	2395	2402	2409	2416	2423	2430	2437	2444	2451	2458	2465	2472	2479	2486	2493	2500	2507	2514	2521	2528	2535	2542	2549	2556	2563	2570	2577	2584	2591	2598	2605	2612	2619	2626	2633	2640	2647	2654	2661	2668	2675	2682	2689	2696	2703	2710	2717	2724	2731	2738	2745	2752	2759	2766	2773	2780	2787	2794	2801	2808	2815	2822	2829	2836	2843	2850	2857	2864	2871	2878	2885	2892	2899	2906	2913	2920	2927	2934	2941	2948	2955</
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UK COMPANY NEWS

TI rises 15% to £128.4m helped by currency hedging gain of £5m

By Andrew Baxter

TI GROUP, the specialist engineering company, yesterday reported a 15 per cent rise in 1990 pre-tax profits from £111.5m to £128.4m, but warned that the latest figures were inflated by £5m of net gains from currency hedging.

The results were at the high end of analysts' expectations, and TI's shares rose 12p to 319p, against the market trend. Mr Christopher Lewinton, chairman, said the results showed the success of the group's five-year restructuring. TI is recommending a final dividend of 13p a share, giving a total of 18.5p (17.5p) for the year. Earnings per share rose to 55.5p (49p).

Since 1986 TI has spent about £300m on transforming itself from a dull, Midlands-based producer of bicycles, engineering products and domestic appliances into an international manufacturer of

mechanical seals, small tubes and other specialist engineering products.

TI's turnover last year fell to £993.6m (£926.9m), reflecting disposals and currency factors, but at constant exchange rates it rose by 9 per cent or £78m. Operating profits rose to £115.1m (£106m) and margins from 11.4 to 12.9 per cent.

Without the benefit of £7.3m of hedging gains, principally against the US dollar, the operating margin would have been 12.1 per cent. At constant exchange rates TI's ongoing businesses had underlying profit growth of about 7 per cent.

TI's three core businesses had varying fortunes last year. Stripped of currency factors, the John Crane International engineering business achieved organic growth of 22 per cent in profits, helped by new products, continued

investment, and benefits from international technology transfer.

The specialised tube business, headed by Bundy International, achieved underlying growth of 6.4 per cent, but the specialised engineering side suffered a 7.7 per cent fall. The reason was depressed demand in the US for large furnaces, partly offset by success in Europe.

On the outlook for 1991, Mr Lewinton said the year had started slowly, particularly in the UK, which now accounts for only 13 per cent of TI's business, against 58 per cent in 1986.

● **COMMENT**
After all his achievements at TI since 1986, Mr Lewinton is modest about last year's results, giving much of the credit to Mr Sydney Taylor, appointed managing director

(operations) at the beginning of last year. That pleased the City, which worries about chairmen who have too much on their plate, but investors will now be wondering whether TI can keep up the pace in 1991. It will be hard, for example, to repeat last year's hedging success. On the other hand, reorganisation costs will be down from £36.2m in 1990 to a final instalment of £15m, £20m and acquisition costs, down from £43.8m in 1989 to £13.4m last year, are likely to be modest again. TI is in no hurry to make a splash. Much will depend on the speed with which the US emerges from recession, but for now the City seems right to concur with Mr Lewinton's view that TI is relatively well placed to weather tough conditions in the UK and US. The shares trade on a P/E of 9.3, slightly better than the sector average.

Receivers called in at Tern and Ferrari

By Maggie Urry

TWO COMPANIES, Tern and Ferrari Holdings, went into receivership yesterday, each saying that the move had been necessary because their bankers refused to support refinancing plans.

Lloyds Bank was named by each as the bank which called in receivers. It had no comment to make.

Mr Peter Hickson, managing director of Tern, the property and construction group, the USM-got shares of which were suspended on Tuesday at 5p, said yesterday: "I am very disappointed that our bank was not able to help us to continue trading."

He said that he had put sensible proposals to Lloyds, including a plan to convert debt into equity, but these had been turned down. Mr Hickson said Tern's construction subsidiary was trading profitably and generating cash. It had an order book of £20m.

Mr Hickson headed a new management team which had sold Tern's loss-making estate agency business and was winding up the speculative property activities. The receivers, accountants Tonche Ross in Cardiff, said they were hopeful of selling the business as a going concern. It has 180 employees.

Ferrari Holdings, a computer services group also quoted on the USM, the shares of which were suspended on Wednesday at 5p, had been working with Hill Samuel, the merchant bank, on a financial reconstruction plan. This was needed because of heavy losses taken on when acquisitions were made by the group's former management.

However, Ferrari said yesterday that it had been unable to obtain agreement from its bankers or its major shareholders for the provision of adequate additional debt or equity finance. A rights issue had been mooted, but this was dropped last month as it was unacceptable to some shareholders.

Singer & Friedlander Group, the merchant bank, holds 34.7 per cent of the ordinary shares and more than 70 per cent of the preference shares of Ferrari. Its original investment was £14m.

Mr John Talbot and Mr Alan Lewis of Arthur Andersen, the accountants, said they hoped to sell Ferrari's businesses as going concerns and a number of possible buyers had already expressed interest. The group has 600 employees in all.

Ardagh improves

Profits before tax of Ardagh, the Dublin-based glass manufacturer, rose from £1.93m to £2.35m (£2.15m) for the six months ended December 25.

Turnover expanded to £17.36m (£16.84m) and earnings per share emerged at 5.63p (4.51p). The interim dividend is being increased from an adjusted 0.625p to 0.725p.

WPP meets expectations with 20% improvement to £90m

By Maggie Urry

WPP, the marketing services group in the middle of refinancing talks with its 30 banks, announced a 20 per cent rise in pre-tax profits to £90m for 1990. The group also revealed that banks in the refinancing would get success fees linked to the company's share price.

The result was in line with revised expectations after Mr Martin Sorrell, chief executive, warned last November that profits would not meet earlier hopes of £110m.

The final dividend, 12.9p last year, was passed. Last December the group cancelled payment of the 12.7p interim dividend declared in August.

The shares rose 11p to 135p yesterday, well above their recent low of 50p but still substantially down from the peaks of over £10 reached in 1987.

However, those who had expected final details of the refinancing package to accompany the figures were disappointed. Mr Sorrell said that agreement in principle had been reached with the co-ordinating committee of six banks in late January, and proposals had been sent to the wider circle of 24 banks late last month. He said the package would be completed as soon as possible.

The group is in danger of breaching its banking covenants in the second quarter of this year.



Martin Sorrell: agreement in principle with banks

Meanwhile, WPP published a balance sheet on the basis that the refinancing had been agreed. This showed negative shareholders' funds of £242m (negative £342m) and net debt of £297m (£325m).

WPP burdened itself with debt when it bought the advertising agencies J Walter Thompson in 1987 and Ogilvy & Mather in 1989.

Pre-interest profits were £132.9m (£102.5m) covering the

£42.9m interest charge 2.1 times.

The pre-tax profit figure was after providing £2m against the cost of the refinancing, aside from the success fees, and another £6m as a provision against reorganisation costs.

Offsetting those were £5m received as inducements to sign property leases, and £2m released from provisions made earlier and not needed.

The reallocation of working capital facilities, the medium-term loan and uncommitted loan facilities into an enlarged committed medium-term loan.

Lending margins will also rise, by a percentage point according to estimates, and the main covenants will be changed.

Mr Sorrell said the banks' success fees, payable in cash, would be triggered at certain levels of the share price - well above the current price and with a cap - according to how much debt WPP had drawn from the facilities. The lower the amount of debt the higher the trigger price. After a 10 per cent rise of tax at 40.4 per cent compared to 46 per cent, minorities of £3.1m (£2.3m), and provision for preference dividends of £17.6m (£4.4m), retained profits were £32.9m (£19.9m). Fully diluted earnings per share were 71.5p (71.5p).

John Lewis fears further fall after 17% decrease

By John Thornhill

JOHN LEWIS Partnership, the department store and Waitrose supermarket group which is owned by its employees, yesterday announced a 17 per cent fall in annual pre-tax profits to a "remarkably tough year".

Moreover, Mr Peter Lewis, chairman, warned that the partnership would have a real fight to prevent a further fall in profits as 1991 was likely to be one of the worst years for the retail trade.

In the year to January 26 1991, pre-tax profits slipped from £110.1m to £91.5m. The

pool of profits distributable among the company's 33,000 partners (employees) fell from £41.2m to £33.1m, or from 17 per cent to 12 per cent as a proportion of pay.

Inclusive of VAT, group sales grew by 6 per cent to £2.16bn, department stores rising 4 per cent and Waitrose by 8 per cent. Wholesale and manufacturing sales fell 7 per cent to £42.1m.

Profits were held back by an increased interest bill of £18.4m (£16.6m) as borrowings rose by £42m to £182m.

Poor margins cut Ben Bailey to £325,000

A combination of high interest charges and harsh trading conditions in the UK housebuilding market hit margins at Ben Bailey Construction, in the six months to end-December.

Although turnover of this Yorkshire-based housebuilder fell by only £700,000 to £7.5m in the period, pre-tax profits tumbled from £1.05m to £325,000.

Mr Richard Bailey, chairman, said that until interest rates were substantially reduced and there were signs of an upturn in the economy, he could not foresee any improvement in margins.

Earnings fell to 2p (6.50p) and the interim dividend is 0.3p (0.6p).

Cukurova's BCMB deal off

By Richard Waters

PLANS TO sell British & Commonwealth Merchant Bank to Cukurova, the Turkish industrial group, collapsed yesterday after two UK clearing banks refused to support the deal.

The failure adds to the uncertainty of BCMB's several thousand private depositors, who have already been waiting to gain access to their money since last June, when the merchant bank went into administration.

Cukurova's purchase, for about £25m, was dependent on its ability to persuade banks which had deposits at BCMB to leave two-thirds of their money in the bank after it came out of

administration. It also needed to raise an additional stand-by facility to repay any personal depositors who wanted to withdraw their money.

Morgan Grenfell, acting on behalf of Cukurova and JP Morgan, its financial adviser, was unable to persuade Barclays and National Westminster, BCMB's two biggest depositors, to agree.

The banks would not comment yesterday on why they rejected the proposal, but are thought to have been unwilling to tie up their funds in BCMB for as long as three years when they had had no previous experience of Cukurova.

They are also likely to have been swayed by alternatives under which they stand to recover their money more quickly.

Clearinghouse, the merchant banking arm of Royal Bank of Scotland, has begun negotiations to buy BCMB from its administrators, Ernst & Young.

Although no offer is understood to have been made, the UK clearers would feel more confident with a purchase backed by one of their own numbers.

There is also the chance that they could recover their money in full from a liquidation, should the administrators fail to find a buyer.

JOHN LEWIS PARTNERSHIP plc

Department stores
and Waitrose supermarkets

Preliminary results for the year to 26 January 1991

12% Profit Sharing Bonus

	1990/91 £m	1989/90 £m	
Sales	2,159.2	2,046.3	+ 6%
Trading Profit	109.9	123.7	-11%
Interest	18.4	13.6	
Profit before tax	91.5	110.1	-17%
Taxation	12.6	21.0	
Preference Dividends	0.2	0.2	
Surplus available for profit sharing and retentions	78.7	88.9	-11%
Retentions	42.1	47.7	
Partnership Bonus	33.1	41.2	
Employer's National Insurance on Partnership Bonus	3.5		
Extraordinary Profit on sale of property		18.6	

Profit Sharing All the equity capital of John Lewis Partnership plc is held in trust for the benefit of the workers in the business. The profits remaining after taxation, preference dividends, pensions and allocations to reserves are distributed yearly among the workers as Partnership Bonus in proportion to their pay. This year the rate of distribution will be 12% of pay (1989/90 17%).

For further details please telephone 071-828 1000 ext 6222 or write to Chief Information Officer, 171 Victoria Street, London SW1E 5NN.

McInerney agrees deal with bankers

By Michio Nakamoto

McINERNEY Properties, the Irish property and leisure group, has agreed a debt for equity swap with its bankers, which will enable it to conclude its withdrawal from the UK commercial property market.

Six banks, which have not been named, have agreed to release McInerney Homes, the group's UK subsidiary, from loan obligations involving £20m related to the group's UK commercial property interests. In exchange they are taking a 51 per cent stake in McInerney Homes.

The deal results in a loss of about £12m for the group. The aggregate book value of the property assets involved is

about £30m.

Mr Sean Cannon, chief executive, said that the company's UK commercial projects, which are concentrated in the south-east, had been a severe drain on group liquidity. Its Irish activities remained profitable.

McInerney is retaining its UK housing interests through the remaining 49 per cent it still holds in McInerney Homes.

The deal with its bankers also provides McInerney with the option to buy back the 51 per cent stake after two years at open market value, but not less than £1m.

Borrowings will be reduced by £139m as a result of the transaction.

DIVIDENDS ANNOUNCED

Company	Dividend	Date	Rate	Yield
Ardagh	0.725p	Apr 12	0.625p	2.5%
Auto Security	3.1p	June 7	2.75p	4.9
Bailey (Ben)	0.3p	May 25	0.5p	1.9
Baynes (Charles)	0.8p	May 17	0.75p	1.2
Erness	2.2p	May 23	2.2p	3.4
Gaskell	5.5p	July 1	5.5p	8.3
Ladbroke	5.85p	July 1	5.85p	10.61
More O'Ferrall	10p	May 8	10p	13.2
NTL Instruments	1.5p	May 8	1.4p	2.4
NTL	2.55p	July 1	2.2p	5.1
Murphy Int	3.3p	May 24	3.2p	10.2
Nichols (Vint)	5.7p	May 13	5.7p	11
Perkins	1.9p	June 28	1.7p	2.2
Principal Hotels	n/a	n/a	n/a	n/a
Renishaw	2p	Apr 29	1.8p	4.8
Rolle-Royce	4.7p	July 15	4.7p	7.25
TI Group	13p	May 10	11.75p	17.5
Ulster	7p	May 31	6p	10.5
Vicars	8p	May 10	6.5p	121
WPP	n/a	n/a	12.9p	24.2

Dividends shown per share net except where otherwise stated. Equivalent after allowing for scrip issues. 10p capital increased by rights and/or acquisition issues. USM stock, British currency.

BOARD MEETINGS

Company	Date	Time	Chairman
Arden	Today	10.00am	John Arden
Arden	Today	10.00am	John Arden
Arden	Today	10.00am	John Arden
Arden	Today	10.00am	John Arden
Arden	Today	10.00am	John Arden
Arden	Today	10.00am	John Arden
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Arden	Today	10.00am	John Arden

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UK COMPANY NEWS

Higher oil prices behind 16% rise at Ultramar

By Deborah Hargreaves

ULTRAMAR, the diversified oil and gas group, yesterday reported a 16 per cent increase in 1990 net profits to £115m, largely as a result of higher oil prices in the second half.

Mr John Darby, chairman, said the group was seeing an improvement in its refining operations in California and Canada this year, and was planning to increase gas production. He said the outlook for oil prices was extremely uncertain but that Ultramar would be happy with a price of around \$20 to \$21 a barrel.

The group continued to be adversely affected by the strength of sterling against the dollar, and its dollar results showed a 40 per cent rise for

last year. Sales revenue was up slightly to £1.76bn for the year, compared with £1.76bn.

Earnings per share increased from 27.9p to 32.2p. The annual dividend is lifted by 17 per cent to 10.5p (9p), with a final of 7p. The share price dropped 11p to 340p. Group gearing rose by 4.5 percentage points to 78 per cent of shareholders' funds.

On a replacement cost basis which eliminated stock gains and losses, Ultramar's results looked weaker with operating profit dropping from \$36.9m to \$24m.

High oil prices encouraged record levels of output and the group increased production of oil and gas to an oil equivalent of 109,000 barrels a day from 104,800 b/d in 1989.

Mr Darby said the group was looking to raise gas production by 10 per cent from its Indonesian facilities this year and US gas output by 10 to 15 per cent. Its current gas production in the North Sea would double this year from 35,500 cubic feet a day when the Ravenspurn field comes into full production.

Ultramar currently received about three-quarters of its profit from downstream operations and the rest from production. Mr Darby said the group was looking to increase its upstream exposure over the long-term by drilling for oil and gas in the Seychelles, Syria, South Korea and equatorial Guinea.

See Lex

Pair of executives to resign at Kingfisher

By Clay Harris, Consumer Industries Editor

KINGFISHER, the retail group encompassing Woolworths, B&Q, Comet and Superdrug, is parting company with two executive directors as part of a management streamlining.

The company said yesterday that Mr Geoff Powell, chairman of B&Q and Comet, and Mr Vic Steel, chairman of Woolworths and Superdrug, had agreed to relinquish their positions after a smooth transition had been achieved, probably within weeks.

Mr Geoff Mulcahy, chairman and chief executive, said they would leave "on the friendliest of terms".

Managing directors of the four retail divisions and of the Chartwell Land property subsidiary will join the three remaining executive directors on a new management committee.

Mr Steel, 52, former head of Guinness' United Distillers subsidiary, joined Kingfisher in 1987. Mr Powell, 46, former managing director of Granada's UK retail and retail division, came in 1989. He played a key role in Kingfisher's bid for Dixons Group which was blocked by the Monopolies & Mergers Commission.

Mr Nigel Whittaker, corporate affairs director, said the two men had provided "air cover" for relatively new managing directors as they gained experience. Now, Kingfisher had decided to shorten lines of communication. The position of a handful of support staff was also under review.

"It makes sense to cut out what is in effect an extra bureaucratic layer," said Mr John Richards, County Nat West WoodMackenzie's retail analyst.

Both men were on three-year rolling contracts and made more than £25,000, including bonuses, in 1989-90. Mr Whittaker said: "We have agreed reasonable but not excessive compensation."

Kingfisher is due to report its results for the year to January 31 on March 27. "Nothing concerning the results can be inferred from these changes," Mr Whittaker added yesterday.



Mr Cyril Stein, Ladbroke chairman, (right) and Mr Peter George, vice chairman and joint managing director, at the new Langham Hilton hotel which opened earlier this week, writes David Churchill.

The Langham has been brought back to life by Ladbroke at a reported cost of over £80m, more than 50 years after it closed its doors to guests.

The hotel, situated in Portland Place opposite the BBC's central London radio studios, has some 410 bedrooms, including 54 suites, three restaurants and a bar.

Standard rooms are on offer at a special price of £150 a night, although the Royal Suite costs £1,000 a night plus VAT.

The hotel has opened during the worst time ever for London hotels as a result of the Gulf War and recession. Hotels, which are normally about 60 per cent full at this time of the year, have been only 30 per cent occupied in recent weeks. Business, however, is reported to be picking up now that the war is over.

TVS sets up committee to defend franchise

By Raymond Snoddy

TVS Entertainment yesterday announced the setting up of an executive group with the task of trying to retain its south of England television franchise.

TVS ran into serious problems over its £320m purchase of MTM, the US production company, and recently Mr James Gatward, the TVS founding chief executive, left the company.

The company is also certain to face serious challenges for its southern franchise, which is one of the most lucrative in the country.

Mr Rudolph Agnew, the new chairman of TVS, will head the executive group. It will also include Mr Tony Brook, managing director and deputy chairman, Mr Alan Boyd, director of broadcasting, Mr John Fox, director of sales, and Mr Clive Jones, former deputy director of programmes who has been appointed deputy managing director and director of regional programmes.

Talks are under way for the sale of MTM and once this is completed TVS Entertainment will be effect return to concentrating on its core business, TVS Television.

Granada and Border link to bid for Tyne Tees

By Raymond Snoddy

GRANADA TELEVISION is linking up with tiny Border TV to bid for the Tyne Tees Television franchise in the upcoming competitive tenders for new commercial television licences.

The Granada announcement is the latest sign that the battle for the new franchises is heating up. Tyne Tees is emerging as one of the most popular targets with signs that as many as half a dozen bidders could be interested.

Under the bidding rules the north-east franchise is one of the few that a major ITV company can bid for.

Each ITV company can bid for a single franchise but, to prevent too great a concentration of power, large companies can only bid for small regions with which they do not share a border.

Tyne Tees is the largest of the "small" companies.

The Granada plan envisages that Border's director of programmes, Mr Paul Corley, who used to work for Tyne Tees, will put the bid together with Mr Stuart Prebble, director of regional programmes at Granada. The latter would be managing director if the bid succeeded.

Border, one of the smallest of the ITV companies, would

be able to take a stake in the joint company that would run the north-east franchise.

Other bidders expected to go for Tyne Tees include Television North East and Northern Television - consortia put together by independent television production companies.

Mr David Reay, chief executive of Tyne Tees, said yesterday he liked the competition.

"I think they will all fail on the quality threshold for regional programming," he said. Bidders have to pass a programme quality test before financial bids are considered.

Last month Yorkshire Television paid £5.1m for a 19 per cent stake in Tyne Tees.

Mr Reay in turn is planning to bid for the franchise for another medium-sized regional ITV company.

Mr Leslie Hill, managing director of Central Independent Television, was yesterday appointed chairman and chief executive of the company. He succeeds Mr David Justham who retires as chairman and director of the company. Central also implied yesterday that it would not be applying for a second franchise but would concentrate on trying to retain its existing franchise, the second largest after Thames.

Acquisitive ASH surges 43% to £33.2m

By Jane Fuller

A SERIES of acquisitions in late 1989 helped Automated Security (Holdings) to increase its pre-tax profit by 42.5 per cent to £33.2m in 1990.

The result, up from £23.3m in the year ended November 30 1989, included a full 12 months from API Alarms in California. Margins had been improved through rationalisation of the new and old businesses, including closing branches and reducing the number of control stations.

In loss prevention, a division which has been prepared for possible flotation, trading profit rose to £10.6m (£3.5m) on turnover of £58.9m (£33.9m). Margins had been eroded by start-up costs in the telesurveillance business, he said.

It had been hoped to float off 25 per cent of the loss prevention business, with the whole valued at more than £150m. But market conditions had moved

against the plan. It would be reviewed after ASH gained a US listing, scheduled for May.

The group has, however, sold its 17.1 per cent stake in Gardiner, another security company, for £7.2m. It also intends to dispose of other investments with a value of about £17m, including a stake in Scantronic.

Mr Buffett said that growth would come from the enhancement of alarm systems via TVX, a tiny video camera developed by Edinburgh University; a till monitoring system to prevent thefts by shop staff; and the geographic expansion of API.

A final dividend of 3.1p makes a total of 4.9p (4.25p), a 15.3 per cent increase.

Even though ASH has not made a significant acquisition since September 1989, it has continued to guzzle cash and will appar-

ently go on doing so this year. Mr Buffett says: "We are not interested in acquiring this year, we have a lot on our plate." Nevertheless, debt is expected to stay at around £105m. It is a mercy that electronic security is not only a growing market, but one enhanced by a recession-fed rise in theft. Having got through the year of living dangerously in terms of high interest rates, interest cover should improve significantly this year. Pre-tax profit is forecast to rise to £38m, but earnings per share are again expected to grow more slowly.

The prospective p/e is about 10 on yesterday's close of 23p. In spite of growth prospects and interest rate benefits, prudence suggests a close inspection of the forthcoming accounts, particularly the balance sheet, before judging the stock's attractiveness.

COMMENT

Even though ASH has not made a significant acquisition since September 1989, it has continued to guzzle cash and will appar-

POWER THROUGH PERFORMANCE.

In 1990 Rolls-Royce turnover increased by 24% to £3,670 million, compared with £2,962 million in 1989.

Operating profit increased to £468 million (1989 £383 million) and the average profit margin to sales was maintained.

Largely because of increased expenditure on research and development, profit before exceptional provisions and tax fell by £11 million to £226 million (1989 £237 million).

After exceptional provisions of £50 million (1989 £4 million), profit before tax was further reduced to £176 million, (1989 £233 million).

1990 saw the peak of the research and development investment programme which has firmly established Rolls-Royce as a company able to offer a wide range of fully competitive engines.

GROUP PROFIT AND LOSS ACCOUNT

For the year ended December 31, 1990

	1990 £m	1989 £m
Turnover	3,670	2,962
Operating Profit	468	383
Profit before exceptional items and taxation	226	237
Profit before taxation	176	233
Profit attributable to shareholders	134	192
Earnings per ordinary share		
- net basis	13.9p	21.3p
- net basis before exceptional items	19.1p	21.8p
Dividend per ordinary share	7.25p	7.0p

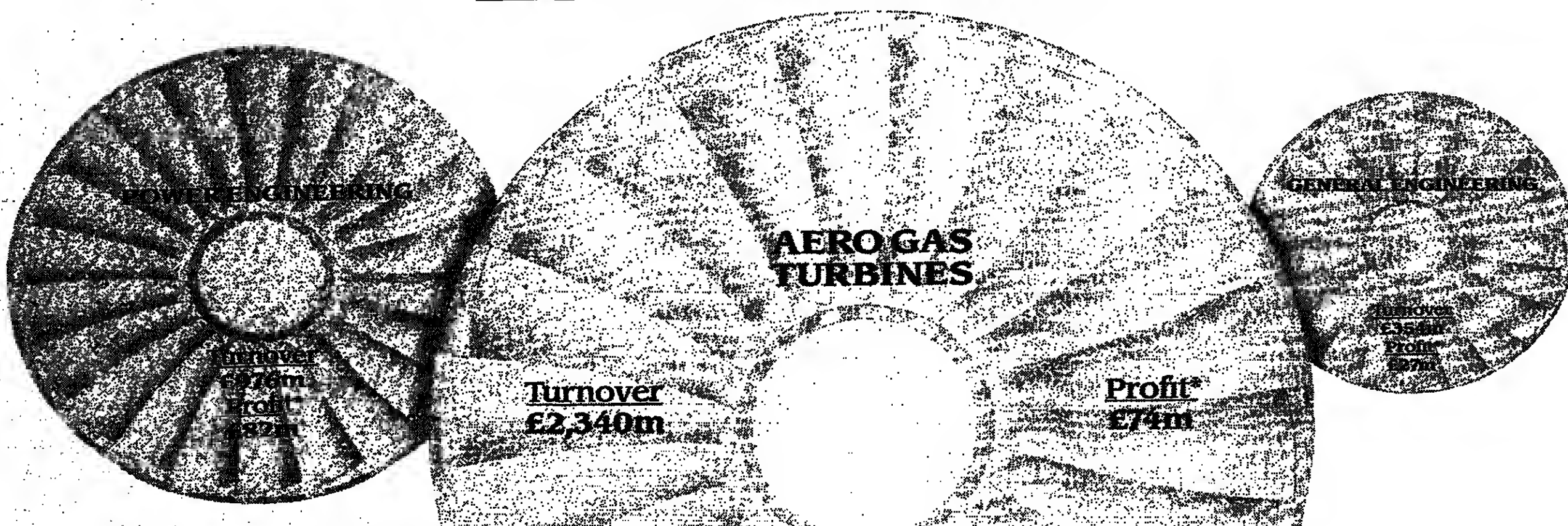
Dividend: The directors recommend a final dividend of 4.7p per share (1989 4.7p per share) making a total dividend for 1990 of 7.25p per share. The dividend is almost twice covered.

Year end net cash was £170 million, slightly less than the previous year end (£193 million).

Commenting on the results, the Chairman of Rolls-Royce, Lord Tombs of Brilles, said: "In a difficult industrial climate we are taking determined steps to reduce further our costs and strengthen our market position."

"We have a £5.7 billion order book. The underlying performance of the company is satisfactory and provides a sound base from which to face the uncertainties and opportunities which result from the Gulf conflict in both the civil and military aero-engine sectors and take advantage of new markets for the Industrial Power Group."

Rolls-Royce plc, 65 Buckingham Gate, London SW1E 6AT



*The profit shown above represents profit on ordinary activities before taxation as adjusted for net interest.

NOTES 1. Financial data for the year to December 31, 1990 has been abridged from the full Group accounts for that period. The 1990 accounts, which received an auditors' report without qualification, have not yet been delivered to the Registrar of Companies.
2. The Annual Report will be published and sent to all Rolls-Royce plc shareholders by the end of April.

UK COMPANY NEWS

Chairman claims challenge imminent to industry pricing agreement

Pentos rises to £15m but warns on outlook

By John Thornhill

MR TERRY Maher, chairman of Pentos, the UK's second biggest book seller, yesterday claimed that some mainstream publishers were on the verge of publishing books on a non-net basis.

If this happened, he said, it would eventually lead to the abandonment of the Net Book Agreement, which sets minimum selling prices for most books. "Once these titles are published the NBA will wither on the vine."

However, Mr Maher has campaigned relentlessly for the abolition of the NBA and long forecast its demise, yet the agreement has rumbled on for many years.

The Publishers' Association also pointed out yesterday that the NBA was flexible enough to allow publishers to choose to sell some books on a non-net

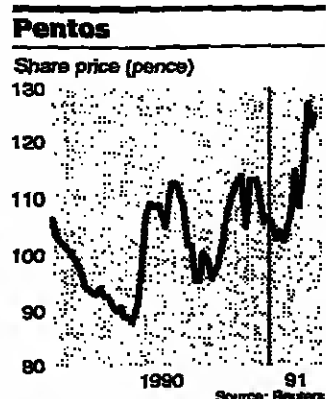
basis without destroying the agreement as a whole.

Mr Maher made his comments while announcing a 21 per cent improvement in 1990 pre-tax profits from £12.5m to £15.1m. Sales grew by 20 per cent to £172.3m (£143.2m).

Book sales increased by 40 per cent during the year to £83.8m. The Dillons bookstores increased sales by 28 per cent - 10 per cent on a same shop basis - and the Hatchards and Claude Gill shops boosted sales in the three-month period in which they were included.

The Athens poster shops lifted sales by 21 per cent and Ryman, the stationery chain, saw an 8 per cent improvement.

In difficult market conditions the office furniture businesses recorded a 1 per cent increase in sales to £33.5m and



operating profits grew by 6 per cent to £5.5m.

The recommended final dividend of 1.5p brings the total pay-out to 2.5p (2.3p).

Earnings per share, which

were diluted by the rights issue to fund the £10.5m acquisition of the Hatchards and Claude Gill bookshops, rose to 9.8p (9.4p).

Commenting on prospects, Mr Maher said business, particularly in central London, had been badly affected by a combination of recession, cold weather, a fall in the number of tourists, and the uncertainty created by the Gulf war.

"We expect the market to continue to be difficult this year. It will be several months before we return to normality," he said.

Reports of the death of the Net Book Agreement may or may not be premature, but Pentos's increasing strength in the book retailing business allows it to take advantage of the consoli-

dation of the fragmented sector anyway. Underlying volume sales from its bookshops were encouragingly healthy in the first part of last year before external factors wrought their damage. Trading in the first two months of the current year has been equally healthy and this is likely to restrict growth in pre-tax profits this year; they may only move ahead to £17m. If so, earnings are likely to fall, making the prospective price ratio of 13 look rather high. But further out the group looks well placed to take advantage of any upturn. The company is financially sound, the office furniture business is proving surprisingly resilient, and Pentos is doing well in control costs, which by retailing industry standards are likely to show only modest rises this year.

On Tuesday, Mr Maxwell signed a letter of intent to buy the 71-year-old tabloid from the Tribune Company. But the publisher must now reach agreement with the unions whose strike has largely kept the publication off the streets since last October. If a deal cannot be struck, the Tribune has threatened to close the paper on March 15.

Employees' representatives, who welcomed Mr Maxwell's intention to buy the paper, said that the British publisher had not always been the unions' best friend.

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Daily News unions meet Maxwell

By Nikki Tait in New York

UNION leaders of the New York Daily News yesterday turned up for their meeting with Mr Robert Maxwell, expressing optimism that a deal could be struck which would encourage the UK publisher to purchase the loss-making tabloid.

"Of course we're ready to give," commented Mr Tom Pennington, secretary of the Newspaper Guild. He declined, however, to specify what concessions might be on the table.

The British publisher was equally tight-lipped about the changes he is seeking. Confronted by the formidable barrage of reporters outside the Maxwell-owned Macmillan publishing house, Mr Maxwell refused to comment on the desired scale of any job cuts or wage concessions.

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High interest and US loss behind setback at Emess

By Clare Pearson

PRE-TAX profits of Emess, the lighting and electrical fittings group, were halved in 1990 from £18.7m to £9m, while fully-diluted earnings per share fell from 8.7p to 4.2p.

Mr Michael Meyer, chairman, described the performance as "unsatisfactory", notwithstanding the speed and severity of the recession in Britain and the US, which had "taken the group by surprise."

However, the final dividend is being maintained at 2.2p making 3.5p (3.4p) for the year. Turnover was 13 per cent ahead at £155.5m (£146.9m).

The pre-tax line benefited from a 52m exceptional gain. This comprised a profit on the sale of Royal Sovereign Group's stationary and graphic wholesaling business, offset by negative items including provision for money owed by the Iraqi government.

Mr Meyer said there were two main reasons behind the fall in profits. First, there was a turnaround in the interest rate from £100,000 receivable to £3.7m payable.

Secondly, Alsy, the US residential portable lighting company, fell into a small loss after making just over £3m in the previous year.

Emess attributed this to the weak US economy exacerbated by a disruptive relocation of its

principal manufacturing facilities from Long Island to Pennsylvania. Mr Meyer said the move had now substantially reduced fixed costs at Alsy.

On the outlook for the current year, the company was trading satisfactorily at present. "We'll just have to be very cautious," Mr Meyer said.

Aside from Alsy, all the businesses had been profitable.

Emess is the kind of company that makes an excellent recovery play; the only problem is, it has already been discovered as such and consequently has achieved a dramatic 59 per cent resurgence in its share price since the start of the year. But investors should not forget the struggles ahead, particularly in the commercial lighting division, even though some improvement on the speculative side is in sight. Emess let cover slip sharply from its share price to a level of 2.5 times its earnings. It is not at all certain it will feel able to make the same payment for 1991. Forecasting is exceptionally tricky, but another fall in pre-tax profits to about £7.5m seems a fair prospect. On a prospective price of over 13, the shares are a lot less attractive than they were a month ago.

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More O'Ferrall pleases City in spite of 26% fall

By Clare Pearson

MORE O'FERRALL, the outdoor poster contractor, pleased the stock market yesterday even though it reported a 26 per cent fall in pre-tax profits from £10.9m to £8.71m for the year to end-December.

After a 54 per cent decline in profits in the first six months to £1.98m, the company managed to limit the second half decline to £7.7m (£8.8m).

Turnover increased by 8 per cent to £63.93m (£59.23m).

This was a slightly better performance than anticipated. Analysts were also cheered by a statement from Mr Russell Gore-Andrews, chairman, that demand for its media, which comprises illuminated panels for bus shelters and very large hoardings, was holding up well in the current year.

The final dividend is being maintained at 10p making an unchanged total for the year of 13.2p. The shares rose 30p to 261p yesterday.

After being hard hit by a sudden revenue shortfall in the first half, the fall in operating profits in UK and Ireland was contained to 14 per cent for the full year. Turnover was up 4 per cent at £42.4m.

Mr Gore-Andrews said overheads had been reduced, development costs curtailed and capital expenditure for the year cut back from a planned £18m to £10m. The final quarter also benefited from a 10 per cent increase in rates for bus shelter panels.

Gearing at the year-end amounted to 126 per cent although the company said

debt had reduced since then, thanks to positive cash flow from operations.

Net interest payable rose to £3.27m (£1.96m). This was largely because of the £5.9m acquisition last March of the Belgian Visibility Group. It also reflected continued investment in developing advertising structures, albeit at the lower level of £10m (£14.8m).

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Acquisitions help MTM advance 46% to £13.58m

By David Owen

MTM, the specialist chemicals group which last year bought Hardwicke Chemical as part of an aggressive thrust into the US, has reported a 46 per cent advance to £13.58m in annual profit, helped by both acquisition-related and organic growth.

The Cleveland-based company said that 63 per cent of the improvement came from acquisitions and the rest was generated organically.

In the year to end-December 1989, taxable profits reached £9.28m.

Mr Richard Lines, chairman

and chief executive, said the group had had "no indications whatsoever of recession in our sector - long may it last."

He said 1991 would be a year in which MTM would "assimilate the gains of 1990" and "optimise" its assets and operations.

The group made five North American acquisitions in 1990, having attempted unsuccessfully in February to buy Chemox International, a fellow UK chemicals producer.

Turnover climbed 34 per cent to £85.41m (£63.73m). The latest figures include

one month's contribution from Hardwicke, the £12m (£58m) purchase of which almost doubled group capacity in higher-value fine chemical products.

Year-end debt amounted to just over £43m, producing a return of 59 per cent. Mr Lines said that this was fractionally below expectation.

The Hardwicke deal was financed partly by a two-for-three rights offer to raise £49.5m.

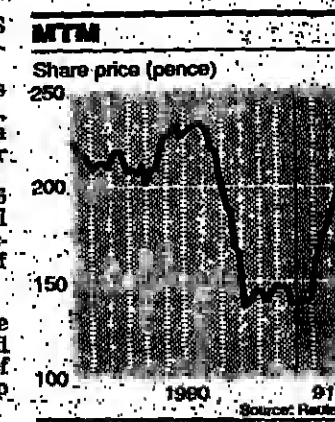
The group derived 44 per cent of its turnover from the UK last year, with a further 27

per cent coming from the US and 29 per cent from elsewhere.

This year, the US portion is expected to rise to 38 per cent, with the UK suffering a corresponding decline to 31 per cent.

Earnings per share rose 16 per cent to 19.5p (16.8p). A final dividend of 3.4p (2.5p) was recommended, making a total of 5.1p (4.2p).

The shares, which have recovered much of the ground lost during the second half of last year, climbed a further 7p to 202p.



Ultramar

THE YEAR 1990

GROWTH CONTINUES

- Net profit up 16% to \$119.0 million
- Dividend up 17% to 10.5p
- Underlying dollar earnings up 40%
- Record oil equivalent production and refinery throughput
- New Indonesian Production Sharing Contract signed
- Ravenspur North gas field commissioned
- 200 service stations and the Halifax refinery acquired in Eastern Canada

HIGHLIGHTS

	1990 \$ million	1989 \$ million	% change
NET PROFIT	119.0	102.2	+16%
CASH FLOW FROM OPERATIONS	235.3	231.6	+2%
EARNINGS PER SHARE	32.2p	27.9p	+15%
DIVIDEND PER SHARE	10.5p	9.0p	+17%



ULTRAMAR PLC, 141 MOORGATE, LONDON EC2M 6TX

North Sea safety helps MTL

THE BUILDING of new North Sea oil and gas platforms and safety improvements to existing installations helped MTL Instruments report a 23 per cent rise in 1990 pre-tax profits.

The North Sea was the main factor behind a strong UK market. The USM-quoted safety products company said there had also been rapid success for the recently-established companies in Australia and India.

Taxable profits were £3.7m (£3.08m) on turnover 18 per cent ahead at £14.05m (£11.85m). The pre-tax figure was struck after interest received of £743,000 (£527,000).

Earnings per share came out at 13.69p (11.34p). A final dividend of 1.5p is proposed for a total of 2.5p (2.4p).

Trading conditions cause fall at Gaskell

"Extremely difficult trading conditions", increased interest charges and an exceptional charge of £246,000 conspired to force pre-tax profits at Gaskell down from £2.14m to £1.33m in the year to December 31.

Mr Edward Andrews, chairman of this car and non-woven textiles manufacturer, said that turnover rose 7 per cent to £40.32m (£37.64m) but that trading profits fell 12 per cent to £2.44m (£2.76m). Interest charges rose to £668,000 (£526,000) and the exceptional charge related to the closure of two factories, due in 1991.

Explaining the results, Mr Andrews said that in the second half, and particularly the last quarter, the company had faced declining demand causing disappointing profit figures.

Earnings per share dropped to 18.1p (27.9p) but the final dividend is a maintained 5.5p for a total of 8.5p (8.3p).

Small advance to £5.3m at Mucklow

A&J Mucklow, principally engaged in industrial and commercial property investment, slightly improved its pre-tax profit from £5.17m to £5.3m in the half year to December 31 1990.

During the last few months conditions had deteriorated and demand weakened, said Mr Albert Mucklow, chairman. In spite of that, letting rates were being maintained and appreciable benefit was coming from rent reviews.

In the period net rental income was £5.93m (£5.69m) and investment income

£721,000 (£337,000). But trading profit fell to £338,000 (£117m). Earnings came to 3.78p (3.77p) and the interim dividend is 2.56p (2.23p).

Because of market conditions developments for this year at Tipton, Wednesbury and Edgbaston had not yet started.

Pict more than doubles to top £3m

The relatively high oil price and "excellent production performance" of the Ivanhoe/Rob Roy and Claymore Fields has enabled Pict Petroleum, the independent oil exploration company, to produce record figures.

For the half-year ended December 31 1990 it pushed up net profit from £1.34m to £3.13m, on turnover increasing from £4.46m to £7.06m. Earnings were £6.78m (£3.15m).

However, the taxable result last time was boosted by a £1.66m gain on disposal of investments.

Earnings per share fell to 28.5p (31.2p) but the proposed final dividend is lifted to 6.7p (6p) for an 11p (10p) total. Excluding the investments disposal, earnings last time were 24p.

Static profits of £5.4m at Renishaw

Renishaw, maker of precision metrology and inspection equipment, held its pre-tax profit at £5.43m in the half-year ended December 31, against £5.4m.

Mr David McMurry, chairman, said the results were pleasing since the slowdown in many countries' economies had severely affected the traditional co-ordinating measuring machine market.

Turnover came to £22.14m (£22.11m), but the underlying

profit before tax was £5.43m (£5.4m). Earnings per share were 16.8p (16.5p). Dividend per share was 4.2p (5.1p). Net assets were £29.8m (£24.1m).

"1990 was a year of substantial progress with record financial results and the successful achievement of our strategy for higher added-value chemicals on both sides of the Atlantic."

"MTM has entered 1991 in a very positive position and we have every reason to be confident of the continued success of the Group."

Richard Lines OBE, Executive Chairman

MTM Plc, Ruddy Hall, Yarn, Cleveland TS15 0JN. Tel: 0642 701078

NEWS DIGEST

folio of hotels. Occupancy level in Europe was 76.86 (72.3) per cent and in the UK 61.81 (56.07) per cent.

Earnings per share were 1.96p (1.67p). There is no interim dividend (1p) because of the deficit in reserves; but application was being made to the Court to eliminate that.

The accounting date is being changed to October 31 and the current period will cover 18 months. A second interim statement to cover June will be issued.

JN Nichols (Vimto) reduced to £7.1m

Lower pre-tax profits of £7.1m compared with £15m were announced by JN Nichols (Vimto), the soft drinks and confectionery group, for 1990.

On turnover little changed at £49.85m (£49.79m) operating profits were £6.78m (£6.15m). However, the taxable result last time was boosted by a £1.66m gain on disposal of investments.

Earnings per share fell to 28.5p (31.2p) but the proposed final dividend is lifted to 6.7p (6p) for an 11p (10p) total. Excluding the investments disposal, earnings last time were 24p.

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Turnover came to £22.14m (£22.11m), but the underlying

growth was 10 per cent after stripping out currency movements and discontinued businesses. Interest receivable moved up to £1.36m (£978,000).

Earnings per share were 7.64p (7.63p) and the interim dividend is 2p (1.6p).

Referring to the successful recent infrequent action the chairman said settlement had been agreed for all countries except the US, where appeals had not been completed.

Murray Intl assets decline

Murray International Trust had a net asset value of £10.2p at the December 31 year-end, a decline of 78.8p on the figure standing 12 months earlier.

Available revenue worked through at £13.33m (£14.07m) after taking account of an increased tax charge of £5.07m (£2.52m). Earnings per share emerged at 11.25p (11.89p) or 11.05p (11.7p) assuming full conversion of the B ordinary shares.

A recommended final dividend of 3.26p makes a 10.2p (9.2p) total.

Aukett Associates maintains progress

In spite of the well-publicised downturn in the UK construction industry, Aukett Associates looks set for another year of progress, shareholders were told at the annual meeting yesterday, writes Peter Franklin.

Mr Michael Aukett, the chief executive of this integrated architecture, design and engineering consultancy, said that while he had to take a cautious stance he was optimistic that last year's 37 per cent growth would be maintained in the current year.

Commissions in the UK, including those with existing customers such as J Sainsbury,

Mark and Spencer and Sun Alliance, continued to come in. Aukett's investment in continental Europe was beginning to pay off, with business there gathering pace - three significant appointments had been received since the annual results in January, he said.

Pacific Prop net asset value falls 40%

At the end of the six months to December 31 Pacific Property Investment Trust saw net asset value per share fall 40 per cent from 59p to 35.66p.

The directors pointed out, however, that due to a strong recovery since in major markets may have risen to 43.47p.

The first half results were depressed by currency factors as the majority of the trust's investments are in dollar-linked currencies.

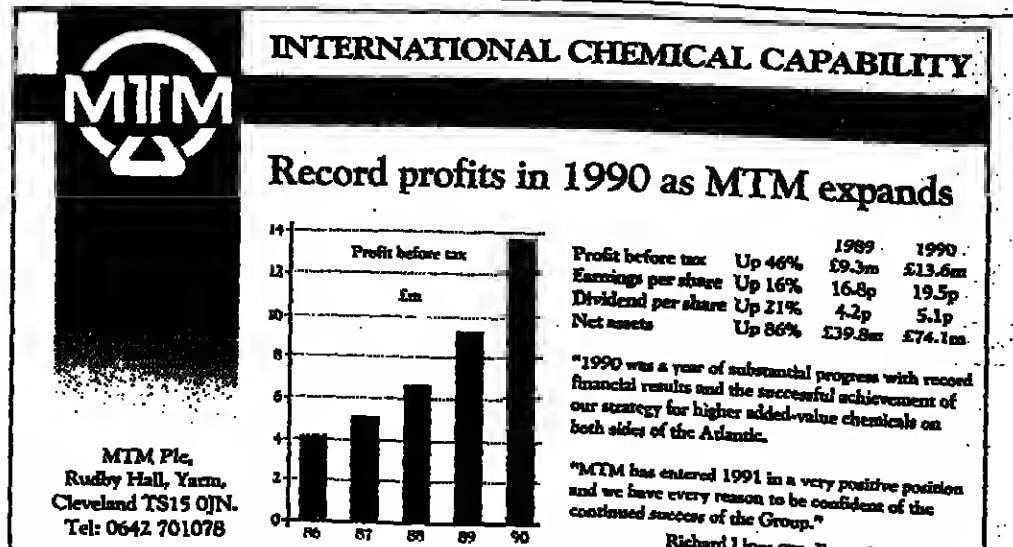
Pacific's property investments broke down to 27 per cent in Hong Kong, 24 per cent in Singapore, 20 per cent in Malaysia, 6 per cent in Indonesia and 11 per cent in the Thai market.

Lack of defence recovery hits MS

Confirmation by MS International that its results for the year to the end of April would show a considerable fall on the previous year left its shares 13p lower yesterday at 40p.

Mr Michael Bell, chairman and chief executive, said that there had been no recovery in its defence business and the protracted recession had led to lower sales and pressure on margins.

In the interim stage, when first half profits were lower at £45,000 (£12m), Mr Bell said that the defence business had been hit by the Ministry of Defence's severe purchasing restraint.



Interest and behind at Ems

£13.58

MTM

Pacific Prep

Lack of data

recovery

ICAI CAPAB

MTM

COMMODITIES AND AGRICULTURE

Tin price slide claims another big victim

By Kenneth Gooding, Mining Correspondent

"EVERY TIN producer in the world except for some garimpeiros (Brazilian wild cat miners) is operating at a loss," suggested Mr Andy Shaw, analyst at the Metals & Minerals Research Services consultancy organisation, yesterday.

He was speaking after another important mine fell victim to the present severely depressed tin prices. These are certainly at their lowest level since the end of the second world war and possibly in real terms since tin mining first began.

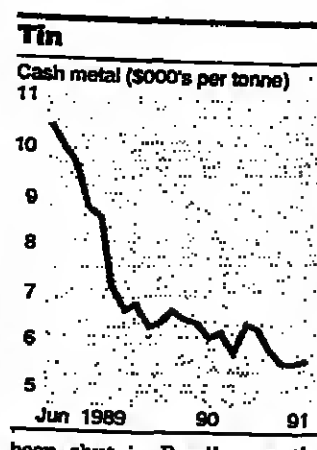
The Renison tin mine at Zeehan, Tasmania, closed yesterday after management and unions failed to agree on a proposed cost-cutting rationalisation plan. It was put on to a care and maintenance basis.

Mr Campbell Anderson, managing director of Renison Goldfields Consolidated, said his company expects tin prices to remain depressed in the medium-term until surplus stocks were absorbed.

Mr Shaw of MMR said that the huge stockpile of tin, which is weighing heavily on the market, would be steadily whittled away this year but thought metal's price would not benefit until 1992 and 1993.

Prices have languished below the average production costs of all but the wild cat tin miners for many months and are now causing extreme problems around the world. For example:

- At least nine tin mines have



been shut in Brazil, now the world's largest producer. Output from the biggest Brazilian garimpeiro operation, the Bom Futuro mine, which produced 28,000 tonnes of tin in its peak year (1989) is expected to fall to under 13,000 tonnes this year.

- PT Tambora Timah, the state-owned group which is responsible for 80 per cent of Indonesia's tin production, said it would cut its workforce of 24,000 by half in an effort to reduce costs.
- Malaysia's tin workforce of 5,307 fell to 2,897 in 1990, and is expected to drop further in 1991.
- Work stopped last month at the UK's last two tin mines. The Wheal Jane mine has been shut and the South Crofty

mine nearby has been put on to a care and maintenance basis after the British Government withheld promised financial support because of the poor tin market conditions. More than 400 jobs will be lost as a result.

In Indonesia the world's two biggest tin smelters said yesterday that the loss of tin concentrate material from Renison in Australia would give them severe problems. Datuk Karamat Smelting and Malaysia Smelting Corporation, which process all of Renison's output, are already working at only between 70 and 80 per cent of capacity because low prices have reduced supplies of concentrate.

- RTZ Corporation's Capper Pass tin smelter in the north of England is to close with the loss of all 489 jobs, also because low prices are starving it of suitable feedstock.

The result of these cuts - and numerous others through the industry - should be to reduce tin production this year to between 150,000 and 165,000 tonnes, said Mr Shaw of MMR. Output had already come down from 172,000 tonnes in 1989 to 160,000 tonnes last year.

Brazil would account for much of the reduction, with production expected to drop to 32,000 tonnes this year from 50,000 tonnes in 1989 and 58,000 tonnes last year. Smuggling of tin in concentrate from Brazil - one of the main factors dis-

turbing the market - might fall to only 3,000 tonnes in 1991 from 10,000 tonnes last year, Mr Shaw suggested.

Tin consumption had remained relatively stable and was likely to show its recession-proof tendencies again this year, he said. MMR's estimate that consumption last year fell by about 1,000 tonnes to 180,000 tonnes and would probably remain roughly at that level in 1991.

If these forecasts were accurate, western world tin stocks would fall this year by 10,000 tonnes to 35,000 tonnes, still equivalent to a hefty 2.7 months supply.

The tin industry's present difficulties date back to the early 1980s when rampant smuggling, mainly in south east Asia, led to a surplus that eventually resulted in October 1985 in the collapse of the International Tin Council's efforts to support the tin price. When the ITC ran out of funds it had about 120,000 tonnes in tin stocks, and tin prices plummeted to a level of nine months.

The seven members of the Association of Tin Producing Countries (Malaysia, Indonesia, Thailand, Bolivia, Australia, Zaire, and Nigeria) attempted to whittle away at stocks via an export quota system. The other two big tin producers, Brazil and China, also played their part.

The ATPC aims to reduce exports by another 6 per cent

in 1991 to 95,849 tonnes. But low prices have been much more effective in cutting tin output. So much so that few of the ATPC countries or Brazil are likely to meet their quota this year.

Mr Shaw said that some 65 to 75 per cent of tin today was produced at a loss. The average cost of producing tin in the formal mining sector was roughly US\$2.80 a lb compared with last night's London Metal Exchange cash price of US\$2.51 a lb. Companies in Asia that dredged gravel beds for tin had operating costs of nearly \$4 a lb.

More than 80 per cent of Australia's tin output of 7,500 tonnes last year was accounted for by Renison. Now that it has closed down its tin mine, Australia is unlikely to meet its 1991 export quota of 6,537 tonnes.

Renison, which is 49 per cent owned by Hanson, the Anglo-American conglomerate, aimed to remain in business by cutting costs by eliminating 100 of the 348 jobs at its Zeehan mine and reducing annual output by 2,000 tonnes.

Analysts suggested last night that Renison's decision to close the mine might have been a tactical ploy to bring the unions to heel. The company said yesterday it was reviewing "all technical and commercial options" that would enable costs to be cut sufficiently for the mine to be re-opened.

Cuba opens its oil fields to foreign prospectors

By Tim Coone

CUBA HAS broken with a 31-year-old tradition and contracted a foreign oil company to begin offshore exploration work along its northern coast.

The six-year contract was quietly signed last December with a French consortium consisting of Total, the French oil major, and Compagnie Europeenne des Petroles. Exploration is due to begin this year and the consortium has undertaken to carry out 1,500 sq km of seismic survey and to drill four exploratory wells in the Santa Clara area off Cuba's northern coast.

Financial details of the contract have not been revealed, but according to Cuban diplomats all it is discovered in commercial quantities there will be benefits both for the company and for the Cubans.

The contract is a "production partnership agreement" with Uniflex, the French oil company, which has been holding informal discussions with the Cubans and other European oil companies are also reportedly interested, although the issue of political risk is apparently holding them back.

US companies are barred from trading with Cuba under US government regulations dating back to the 1960s.

The Cuban government began putting out feelers to foreign oil companies last year, when it became clear that the Soviet Union was no longer

willing to underwrite Cuba's huge energy deficit and to maintain oil deliveries to Cuba at existing levels.

At present Cuba produces only about 5 per cent of its annual oil needs of some 10m tonnes a year. Production comes mostly from small onshore wells located close to the coastline 100 km to the east of Havana. The remainder must be imported from the Soviet Union. The Soviets had been supplying 12m to 15m tonnes annually under the five-year plan which expired last December, but began to cut back deliveries six months ago as economic difficulties mounted at home and to impress upon the Cubans that they must become more self-sufficient and less dependent upon Soviet economic support.

Cuba sold the oil surplus to its needs on the spot market, bringing in much-needed hard currency. The price was \$300m per year. Soviet trade officials have been warning for the past year that such arrangements could not continue and that future trade agreements would have to be set at world market prices.

In the past Cuba bought Soviet oil cheaply, and sold sugar to Moscow at prices averaging four to five times the world market level.

Earlier this year, the two countries scrapped the former five-year plan format and

signed a one-year transitional trade agreement that is intended to ease the shift to market prices. Under the terms of the new deal, the Soviet Union will only supply Cuba with 8m tonnes of crude oil and 2m tonnes of derivatives in 1991, at a crude price of about \$20 a barrel. Moscow will import 4m tonnes of sugar from Cuba at an average price of 24 cents a lb, about two-thirds the level of previous years but still well above spot market prices. These two changes alone will slash about \$1.5bn from Cuba's foreign exchange earnings this year. Cuba will also in future have to ship its own sugar instead of relying upon the Soviet merchant fleet.

Not all is on the downside for the Cubans however. Exports from the high-technology and high added value areas of Cuban industry, such as biotechnology and medical equipment, have grown dramatically last year with a spate of new orders, jumping to about \$800m according to the Cuban Embassy in London. The Centre for Genetic Engineering in Havana completed three years ago at a cost of \$10m, is claimed to be the most advanced biotechnology centre in Latin America. Along with oil exploration, it is seen by the Cuban government as a strategic area for the country's economic development.

Sierra Leone arrests unlicensed French trawler

By William Pearson

THE SKIPPER of the French fishing boat "Marsouin" was caught with his nets down this week 80 miles south-west of Freetown. His crew and his boat, a 600-tonne trawler out of Concarneau, were arrested by the Sierra Leone fishery patrol vessel "Maritime Protector" for operating without a licence, and escorted back to the capital. The skipper faces the confiscation of his boat, his gear and his catch of 210 tonnes of prime tuna - always assuming the government prosecutes.

Such an event would attract

little attention if it happened in UK waters: but for it to happen off the coast of an African country is little short of stupendous. It may well be the first time. For years African coastal waters, and in particular the teeming fishing grounds off West Africa, have been a free-for-all for hordes of unlicensed foreign fishermen - and there has been little that countries like Sierra Leone have been able to do about it. They lacked a boat with a trained crew, good radar, good communications

and good operational management. Now though it looks as though the days of the free catch may be over, in Sierra Leone waters at least.

How has this unprecedented change come about? The "Maritime Protector" is operated by a joint venture company, Maritime Protection Services Sierra Leone, majority-owned by the government, the remainder by a group of UK investors, and managed by Macalister Elliott & Partners of Lymington. Since the vessel started operating

in January 1991, the number of illegal fishing boats working the country's coastal shelf has declined steeply.

Macalister Elliott estimates that some \$250m worth of fish was "exported" from Sierra Leone in 1990, from which the government received no revenue whatsoever. This year, it expects to receive some \$10m in fees and royalties - not bad for the first year under the new system. This new income must be welcome to an administration somewhat short of foreign exchange, even now in

the throes of another IMF economic restructuring.

Sierra Leone is having to fight for a reasonable return from its commodities.

The country's waters are rich in fish stocks around the coast, from the most lucrative, like shrimp and lobster, through grouper, snapper, sole, tuna, the cephalopods (squid, octopus) and on into herring. The Soviets alone had no less than 100 trawlers operating in the region last year, with attendant mother ships, scooping up most of what swims.

Britain's Milk Marketing Board submits programme for reform

By David Blackwell

THE UK'S Milk Marketing Board, which has a monopoly on milk supplies for England and Wales, has set off along the road towards becoming a voluntary co-operative, and ending statutory powers which go back to 1933.

The board, which has struggled for the past year or more to come up with a programme for reform, has submitted its plans to the Ministry of Agriculture. Mr John Gummer, the

minister, welcomed the proposals, saying that he would "seek to facilitate the necessary steps to pave the way."

Mr Rob Steven, chairman of the MMB, could give no time table for change. Once the proposals have been agreed with the Ministry, they will go to the European Commission in Brussels. Then they will come back to the UK, and will be put to a referendum of the 31,500 dairy farmers who supply 82 per cent

of the total UK market.

The process is likely to take many months. Meanwhile, Mr Steven insisted, the milk marketing scheme would be "vigorous and upheld."

The plan envisages a vertically integrated co-operative having control of Dairy Crest, the MMB's manufacturing arm, which has 25 per cent of the UK market for dairy products. The co-operative would take over the business, assets and

liabilities of the MMB.

Mr Steven described the plan as a major step forward. "It was a unanimous decision of the board, and I believe we can look forward to a positive response from a statutory body," he stressed.

However, he stressed that the proposals were outline only. No changes would be made until the terms and the timing were right. Producers would be recommended to become a co-operative only

when it was seen as clearly in producers' interests.

Mr Andrew Dare, president of the Dairy Trade Federation, which represents 300 UK dairy companies, welcomed the move away from a statutory body, but said the federation was opposed to a voluntary monopoly. "We would welcome change and a free market, but we don't want to be landed with buying from a monopoly supplier," he said yesterday.

Ivory Coast plans cocoa and coffee moves

By Kenneth Gooding

THE IVORY COAST government said yesterday that it was restructuring its cocoa and coffee marketing system, but gave no immediate details of the changes, reports Reuters from Abidjan.

A statement published in the daily *Fraternite* said that Ivory Coast would not discard its strategy of protecting farmers' income against world market fluctuations. But huge losses over the past three years by the Caisse de Stabilisation (Caisab), the state commodities marketing board, meant reform was needed.

"The cabinet has therefore authorised the restructuring of the [price] stabilising system," the statement said.

The economy of the Ivory Coast has slumped in the past few years as successive seasons of over-supply have slashed world prices for its two main exports.

The government statement said the reorganisation would aim to maximise Ivory Coast's cocoa and coffee earnings and production potential, cut Caisab costs and ensure adequate prices for farmers.

US boosts recycling rate for aluminium cans

By Kenneth Gooding

ALUMINIUM strengthened its claim to be a "green" or environmentally friendly metal in the US last year when the aluminium beverage can recycling rate rose from a record 60.8 per cent in 1989 to 68.6 per cent. The value to use can collectors was about US\$400m.

Last year 64,800 aluminium beverage cans were recycled in the US, 5.5bn more than in the previous year. Trade associations that compiled the statistics claimed yesterday that this diverted 1.58bn lb of the metal from the solid waste stream.

The aluminium can recycling rate in the US first passed the 50 per cent mark as recently as 1987. Mr Michael Dunn, president of the Can Manufacturing Institute, said: "In just four years we have gone from recycling one in two cans to nearly two in every three. The industry's aluminium cans will have all but disappeared from the nation's solid waste stream."

According to Mr Dunn, the US now had more than 10,000 privately operated buy-back centres and more than 2,400

municipal or county kerbside recycling programmes for aluminium cans and other waste materials.

Aluminium's initial relatively high cost makes recycling financially worthwhile and aluminium cans are particularly suitable because there is no doubt about the quality of the metal content. They save the manufacturers money because producing primary aluminium from recycled material uses 95 per cent less energy than making metal from ore.

Since aluminium recycling began in the US 20 years ago 415bn cans weighing 10m tonnes have been recycled, earning collectors about \$5bn.

In the UK the aluminium can recycling rate rose to 9.5 per cent last year, said the Aluminium Can Recycling Association. The number of UK recycling centres had increased from 24 in 1985 to 820 while 163 local authorities had registered for aluminium can recycling programmes and more than \$2m of new money was paid last year to schools, charities and other recycling groups.

MARKET REPORT

London cocoa prices came under pressure from profit taking. Dealers said Far Eastern producers, Brazil and the Ivory Coast all seemed to have taken advantage of the rise in prices during the last couple of days. However, a leading UK trade house continued to be one of the main buyers amid speculation that it could be involved in a deal with the Soviet Union. Freight futures closed mixed after the BFI rose to 1,757, a record high. It has now risen daily since January 30 by a total of 278 points. The April contract hovered around the 50 point limit up for most of the day before easing to close

29 points higher. On the LME three-month zinc struggled to stay above \$1,200 a tonne. Good trade selling this week has generally satisfied the fairly widespread buying interest which had developed in anticipation of a break above \$1,225. Yesterday the LME could give no time table for change. Once the proposals have been agreed with the Ministry, they will go to the European Commission in Brussels. Then they will come back to the UK, and will be put to a referendum of the 31,500 dairy farmers who supply 82 per cent

of the total UK market.

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London Markets

Commodity	Unit	Price
Crude oil (per barrel FOB)	£	20.00
Dubai	£	19.80
Brant Blend (April)	£	19.80
Brent Blend (April)	£	19.80
WTI (1 pm est)	£	19.80
Oil products		
OWIE prompt delivery per tonne CIF	£	20.00
Premium Gasoline	£	20.00
Gas Oil (R/S Procter)	£	20.00
Heavy Fuel Oil	£	20.00
Naphtha	£	20.00
Petroleum Arg. Estimates		
Oil		
Gold (per troy oz)	£	380.00
Silver (per troy oz)	£	40.00
Platinum (per troy oz)	£	900.00
Palladium (per troy oz)	£	250.00
Aluminium (30 Procter)	£	110.00
Copper (R/S Procter)	£	120.00
Lead (R/S Procter)	£	130.00
Nickel (R/S Procter)	£	140.00
Tin (R/S Procter)	£	150.00
Zinc (R/S Procter)	£	160.00
Cattle (live weight)	£	170.00
Pigs (live weight)	£	180.00
London daily sugar (white)	£	190.00
Tate and Lyle sugar (white)	£	200.00
Barley (English)	£	210.00
Wheat (No. 3 yellow)	£	220.00
Wheat (No. 4 Northern)	£	230.00
Rubber (Apo)	£	240.00
Rubber (Bap)	£	250.00
Rubber (C) (1000 lb)	£	260.00
Coconut oil (Philippines)	£	270.00
Coconut oil (Sri Lanka)	£	280.00
Copra (Philippines)	£	290.00
Soyabean (US)	£	300.00
Cotton "A" index	£	310.00
Cotton "B" index	£	320.00

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		Jun 5175 1700
		Jul 6190
		Aug 5920
		Sep 5380
		Oct 5500
		Nov 5070
		Dec 5700
		Jan 5870
COCOA 10 tons		
Close		
		Mar 1170
		May 1200
		Jul 1230
		Sep 1258
		Dec 1252
		Mar 1320
		May 1338
		Jul 1367
COFFEE "C" ST.		
Close		
		Mar 93.40
		May 93.05
		Jul 92.55
		Sep 96.85
		Dec 97.05
		Mar 108.00
		May 108.00
		Jul 108.00
SUGAR HAWAII		
Close		
		May 0.46
		Jul 0.19
		Oct 0.20
		Mar 0.82
		May 0.83
		Jul 0.80
COTTON 50 LBS		
Close		
		May 54.70
		Jul 54.10
		Oct 71.16
		Dec 67.07
		Mar 69.20
		May 68.25
		Jul 68.35
ORANGE JUICE		
Close		
		Mar 114.50
		May 113.25
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		Oct 113.25
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WORLDWIDE SPECIALISED ENGINEERING

TI Group — Full Year 1990

	1990	1989
Pre-tax profit	UP £128.4m	£111.5m
Earnings per share	UP 55.5p	49.0p
Dividend	UP 19.5p	17.5p

For further information about the TI Group, contact the Department of Public Affairs, TI Group plc, 50 Curzon Street, London W1Y 7PN.

The contents of this advertisement, for which the directors of TI Group plc are solely responsible, have been approved for the purposes of Section 57 of the Financial Services Act 1986 by Price Waterhouse as authorised persons.

Continued Growth



TI GROUP

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BANKS, HP & LEASING

1990/91	Stock	Price	1990/91	Stock	Price
121	121 Bank of America	121.00	121	121 Bank of America	121.00
122	122 Bank of America	122.00	122	122 Bank of America	122.00
123	123 Bank of America	123.00	123	123 Bank of America	123.00
124	124 Bank of America	124.00	124	124 Bank of America	124.00
125	125 Bank of America	125.00	125	125 Bank of America	125.00
126	126 Bank of America	126.00	126	126 Bank of America	126.00
127	127 Bank of America	127.00	127	127 Bank of America	127.00
128	128 Bank of America	128.00	128	128 Bank of America	128.00
129	129 Bank of America	129.00	129	129 Bank of America	129.00
130	130 Bank of America	130.00	130	130 Bank of America	130.00

BUILDING, TIMBER, ROADS -

1990/91	Stock	Price	1990/91	Stock	Price
131	131 Building	131.00	131	131 Building	131.00
132	132 Building	132.00	132	132 Building	132.00
133	133 Building	133.00	133	133 Building	133.00
134	134 Building	134.00	134	134 Building	134.00
135	135 Building	135.00	135	135 Building	135.00

CHEMICALS, PLASTICS

1990/91	Stock	Price	1990/91	Stock	Price
136	136 Chemicals	136.00	136	136 Chemicals	136.00
137	137 Chemicals	137.00	137	137 Chemicals	137.00
138	138 Chemicals	138.00	138	138 Chemicals	138.00
139	139 Chemicals	139.00	139	139 Chemicals	139.00
140	140 Chemicals	140.00	140	140 Chemicals	140.00

DRAPERY AND STORES

1990/91	Stock	Price	1990/91	Stock	Price
141	141 Drapery	141.00	141	141 Drapery	141.00
142	142 Drapery	142.00	142	142 Drapery	142.00
143	143 Drapery	143.00	143	143 Drapery	143.00
144	144 Drapery	144.00	144	144 Drapery	144.00
145	145 Drapery	145.00	145	145 Drapery	145.00

BUILDING, TIMBER, ROADS

1990/91	Stock	Price	1990/91	Stock	Price
146	146 Building	146.00	146	146 Building	146.00
147	147 Building	147.00	147	147 Building	147.00
148	148 Building	148.00	148	148 Building	148.00
149	149 Building	149.00	149	149 Building	149.00
150	150 Building	150.00	150	150 Building	150.00

ELECTRICITY

1990/91	Stock	Price	1990/91	Stock	Price
151	151 Electricity	151.00	151	151 Electricity	151.00
152	152 Electricity	152.00	152	152 Electricity	152.00
153	153 Electricity	153.00	153	153 Electricity	153.00
154	154 Electricity	154.00	154	154 Electricity	154.00
155	155 Electricity	155.00	155	155 Electricity	155.00

ELECTRICALS - Contd

1990/91	Stock	Price	1990/91	Stock	Price
156	156 Electricals	156.00	156	156 Electricals	156.00
157	157 Electricals	157.00	157	157 Electricals	157.00
158	158 Electricals	158.00	158	158 Electricals	158.00
159	159 Electricals	159.00	159	159 Electricals	159.00
160	160 Electricals	160.00	160	160 Electricals	160.00

ELECTRICITY

1990/91	Stock	Price	1990/91	Stock	Price
161	161 Electricity	161.00	161	161 Electricity	161.00
162	162 Electricity	162.00	162	162 Electricity	162.00
163	163 Electricity	163.00	163	163 Electricity	163.00
164	164 Electricity	164.00	164	164 Electricity	164.00
165	165 Electricity	165.00	165	165 Electricity	165.00

ENGINEERING

1990/91	Stock	Price	1990/91	Stock	Price
166	166 Engineering	166.00	166	166 Engineering	166.00
167	167 Engineering	167.00	167	167 Engineering	167.00
168	168 Engineering	168.00	168	168 Engineering	168.00
169	169 Engineering	169.00	169	169 Engineering	169.00
170	170 Engineering	170.00	170	170 Engineering	170.00

ENGINEERING - Contd

1990/91	Stock	Price	1990/91	Stock	Price
171	171 Engineering	171.00	171	171 Engineering	171.00
172	172 Engineering	172.00	172	172 Engineering	172.00
173	173 Engineering	173.00	173	173 Engineering	173.00
174	174 Engineering	174.00	174	174 Engineering	174.00
175	175 Engineering	175.00	175	175 Engineering	175.00

FOOD, GROCERIES, ETC

1990/91	Stock	Price	1990/91	Stock	Price
176	176 Food	176.00	176	176 Food	176.00
177	177 Food	177.00	177	177 Food	177.00
178	178 Food	178.00	178	178 Food	178.00
179	179 Food	179.00	179	179 Food	179.00
180	180 Food	180.00	180	180 Food	180.00

HOTELS AND CATERERS

1990/91	Stock	Price	1990/91	Stock	Price
181	181 Hotels	181.00	181	181 Hotels	181.00
182	182 Hotels	182.00	182	182 Hotels	182.00
183	183 Hotels	183.00	183	183 Hotels	183.00
184	184 Hotels	184.00	184	184 Hotels	184.00
185	185 Hotels	185.00	185	185 Hotels	185.00

INDUSTRIALS (Misc.)

1990/91	Stock	Price	1990/91	Stock	Price
186	186 Industrials	186.00	186	186 Industrials	186.00
187	187 Industrials	187.00	187	187 Industrials	187.00
188	188 Industrials	188.00	188	188 Industrials	188.00
189	189 Industrials	189.00	189	189 Industrials	189.00
190	190 Industrials	190.00	190	190 Industrials	190.00

INDUSTRIALS (Misc.) - Contd

1990/91	Stock	Price	1990/91	Stock	Price
191	191 Industrials	191.00	191	191 Industrials	191.00
192	192 Industrials	192.00	192	192 Industrials	192.00
193	193 Industrials	193.00	193	193 Industrials	193.00
194	194 Industrials	194.00	194	194 Industrials	194.00
195	195 Industrials	195.00	195	195 Industrials	195.00

INDUSTRIALS (Misc.) - Contd

1990/91	Stock	Price	1990/91	Stock	Price
196	196 Industrials	196.00	196	196 Industrials	196.00
197	197 Industrials	197.00	197	197 Industrials	197.00
198	198 Industrials	198.00	198	198 Industrials	198.00
199	199 Industrials	199.00	199	199 Industrials	199.00
200	200 Industrials	200.00	200	200 Industrials	200.00

INDUSTRIALS (Misc.)

1990/91	Stock	Price	1990/91	Stock	Price
201	201 Industrials	201.00	201	201 Industrials	201.00
202	202 Industrials	202.00	202	202 Industrials	202.00
203	203 Industrials	203.00	203	203 Industrials	203.00
204	204 Industrials	204.00	204	204 Industrials	204.00
205	205 Industrials	205.00	205	205 Industrials	205.00

INDUSTRIALS (Misc.)

1990/91	Stock	Price	1990/91	Stock	Price
206	206 Industrials	206.00	206	206 Industrials	206.00
207	207 Industrials	207.00	207	207 Industrials	207.00
208	208 Industrials	208.00	208	208 Industrials	208.00
209	209 Industrials	209.00	209	209 Industrials	209.00
210	210 Industrials	210.00	210	210 Industrials	210.00

INDUSTRIALS (Misc.) - Contd

1990/91	Stock	Price	1990/91	Stock	Price
211	211 Industrials	211.00	211	211 Industrials	211.00
212	212 Industrials	212.00	212	212 Industrials	212.00
213	213 Industrials	213.00	213	213 Industrials	213.00
214	214 Industrials	214.00	214	214 Industrials	214.00
215	215 Industrials	215.00	215	215 Industrials	215.00

INDUSTRIALS (Misc.) - Contd

1990/91	Stock	Price	1990/91	Stock	Price
216	216 Industrials	216.00	216	216 Industrials	216.00
217	217 Industrials	217.00	217	217 Industrials	217.00
218	218 Industrials	218.00	218	218 Industrials	218.00
219	219 Industrials	219.00	219	219 Industrials	219.00
220	220 Industrials	220.00	220	220 Industrials	220.00

INDUSTRIALS (Misc.)

1990/91	Stock	Price	1990/91	Stock	Price
221	221 Industrials	221.00	221	221 Industrials	221.00
222	222 Industrials	222.00	222	222 Industrials	222.00
223	223 Industrials	223.00	223	223 Industrials	223.00
224	224 Industrials	224.00	224	224 Industrials	224.00
225	225 Industrials	225.00	225	225 Industrials	225.00

INDUSTRIALS (Misc.)

1990/91	Stock	Price	1990/91	Stock	Price
226	226 Industrials	226.00	226	226 Industrials	226.00
227	227 Industrials	227.00	227	227 Industrials	227.00
228	228 Industrials	228.00	228	228 Industrials	228.00
229	229 Industrials	229.00	229	229 Industrials	229.00
230	230 Industrials	230.00	230	230 Industrials	230.00

LEISURE

1990/91	Stock	Price	1990/91	Stock	Price
231	231 Leisure	231.00	231	231 Leisure	231.00
232	232 Leisure	232.00	232	232 Leisure	232.00
233	233 Leisure	233.00	233	233 Leisure	233.00
234	234 Leisure	234.00	234	234 Leisure	234.00
235	235 Leisure	235.00	235	235 Leisure	235.00

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- Japan & Pacific Fd . . . 4	77.36	81.94
- European Fund - 4	87.57	103.53
- Global Energy Fund ... 4	33.31	35.38
- Global Gold Fd . . . 4	10.88	28.05

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar edges up ahead of data

THE DOLLAR edged up towards DM1.55 yesterday, during European trading it failed to test resistance around that level however as the market looked ahead with caution towards today's US employment data for February.

There were no fresh factors, but sentiment was helped by comments from Mr John Sununu, the White House chief of staff, in which he endorsed the view stated by Mr Alan Greenspan, Federal Reserve Board chairman, on Wednesday that the US economy is near to a turning point.

Mr Sununu said that "fundamentals really do indicate that the projection of a short, shallow slowdown is true and that the country is about to turn around and move forward."

February unemployment is widely expected to rise to 6.3 from 6.2 per cent, but there should be comfort from data on non-farm payrolls. Analysts are generally looking for a fall of between 25,000 and 100,000 in February payrolls, a possible revision of the sharp January fall of 222,000.

News of the January fall prompted the last easing of the Federal Reserve's monetary stance, including a cut in the US discount rate.

At the London close the dollar had advanced to DM1.5475 from DM1.5410.

£ IN NEW YORK

Mar 7	Latest	Previous
1 month	1.0875-1.0885	1.0875-1.0885
3 months	1.0875-1.0885	1.0875-1.0885
6 months	1.0875-1.0885	1.0875-1.0885
12 months	1.0875-1.0885	1.0875-1.0885

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

Mar 7	Latest	Previous
100	100.00	100.00
101	101.00	101.00
102	102.00	102.00
103	103.00	103.00
104	104.00	104.00
105	105.00	105.00
106	106.00	106.00
107	107.00	107.00
108	108.00	108.00
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116	116.00	116.00
117	117.00	117.00
118	118.00	118.00
119	119.00	119.00
120	120.00	120.00

Commercial rates taken towards the end of London trading, 1 p.m. UK time and 10 a.m. New York time.

CURRENCY MOVEMENTS

Mar 7	Bank of England	Market
100	100.00	100.00
101	101.00	101.00
102	102.00	102.00
103	103.00	103.00
104	104.00	104.00
105	105.00	105.00
106	106.00	106.00
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117	117.00	117.00
118	118.00	118.00
119	119.00	119.00
120	120.00	120.00

Commercial rates taken towards the end of London trading, 1 p.m. UK time and 10 a.m. New York time.

CURRENCY RATES

Mar 7	Bank of England	Market
100	100.00	100.00
101	101.00	101.00
102	102.00	102.00
103	103.00	103.00
104	104.00	104.00
105	105.00	105.00
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119	119.00	119.00
120	120.00	120.00

Commercial rates taken towards the end of London trading, 1 p.m. UK time and 10 a.m. New York time.

OTHER CURRENCIES

Mar 7	Bank of England	Market
100	100.00	100.00
101	101.00	101.00
102	102.00	102.00
103	103.00	103.00
104	104.00	104.00
105	105.00	105.00
106	106.00	106.00
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117	117.00	117.00
118	118.00	118.00
119	119.00	119.00
120	120.00	120.00

Commercial rates taken towards the end of London trading, 1 p.m. UK time and 10 a.m. New York time.

MONEY MARKETS

London rates fall

CONFIDENCE WAS running at a high level on the London money market, despite any nervousness about a UK government's popularity at yesterday's Ribbles Valley by-election. The market was looking for the outcome of the parliamentary poll to provide guidance on the timing of a general election and any further reductions in UK bank base rates.

Fixed periods fell quite sharply to leave the important

UK clearing bank base lending rate

from February 27, 1991

three-month sterling interbank rate discounting an early reduction of 1/4 point to base rates, as it declined to 12 1/4 per cent from 12 3/4 per cent. One year money edged to 11 1/4-11 1/2 from 11 1/4-11 1/2 per cent.

Short sterling futures also showed increased optimism on Liffe. The most active month of June opened higher at 88.76 and closed at 88.90 compared with 88.72 previously.

Credit remained in difficult supply on the cash market and the Bank of England supplied nearly all its assistance during the short-end of the market, keeping the short-end of the market tight for most of the day.

A day-to-day shortage of £500m was initially forecast,

from DM1.5410; to FFfr6.2675 from FFfr5.2475; and to SFfr1.3500 from SFfr1.3445, but had fallen to Yfr135.80 from Yfr136.15. On Bank of England figures the dollar's index edged to 62.4 from 62.5.

Sterling weakened against the dollar, but was firm against its partners in the European Monetary System, showing no reaction to a sharp fall of wholesale interest rates in London or any apparent nervousness about the outcome of the Ribbles Valley by-election.

The pound fell 35 points to Yfr256.25 from Yfr257.25. On the other hand it rose to DM2.9200 from DM2.9125; to FFfr9.9375 from FFfr9.9175; and to SFfr2.5475 from SFfr2.5400. Sterling's index gained 0.1 to 93.7.

The pound remained slightly above the weakest placed French franc in the EMS exchange rate mechanism. At

the Paris fixing the Spanish peseta fell slightly and the D-Mark eased to FFfr3.4051 from FFfr3.4055. There was no sign of intervention by the Bank of France.

Weak German current account and trade figures weighed on the D-Mark, pushing it generally lower. Germany's current account swung to a deficit of DM1.2bn in January from a surplus of DM3.3bn in December, and the trade surplus narrowed to DM1.3bn from DM3.5bn.

It was generally expected that the figures would show little movement and the news sparked some selling of the D-Mark.

The Spanish peseta remained up around its ERM ceiling, with a divergence indicator of 78 per cent. An indicator over 75 per cent with it a pressure point but not an obligation for action.

Estimated volume total, Cals 2133 Pals 1955

Previous day's open, Cals 10422 Pals 7365

Estimated volume total, Cals 1070 Pals 820

Previous day's open, Cals 2999 Pals 2031

Estimated volume total, Cals 1070 Pals 820

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CONTRACTED BUSINESS SERVICES

**The FT proposes to publish this survey on
11th March 1991.**

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FT SURVEYS

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3:00 pm prices March 7

Stock	Div. Yld.	P/E	High	Low	Close	Change
1000	0.0000	1.00	1.00	1.00	1.00	0.00
1001	0.0000	1.00	1.00	1.00	1.00	0.00
1002	0.0000	1.00	1.00	1.00	1.00	0.00
1003	0.0000	1.00	1.00	1.00	1.00	0.00
1004	0.0000	1.00	1.00	1.00	1.00	0.00
1005	0.0000	1.00	1.00	1.00	1.00	0.00
1006	0.0000	1.00	1.00	1.00	1.00	0.00
1007	0.0000	1.00	1.00	1.00	1.00	0.00
1008	0.0000	1.00	1.00	1.00	1.00	0.00
1009	0.0000	1.00	1.00	1.00	1.00	0.00
1010	0.0000	1.00	1.00	1.00	1.00	0.00
1011	0.0000	1.00	1.00	1.00	1.00	0.00
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1014	0.0000	1.00	1.00	1.00	1.00	0.00
1015	0.0000	1.00	1.00	1.00	1.00	0.00
1016	0.0000	1.00	1.00	1.00	1.00	0.00
1017	0.0000	1.00	1.00	1.00	1.00	0.00
1018	0.0000	1.00	1.00	1.00	1.00	0.00
1019	0.0000	1.00	1.00	1.00	1.00	0.00
1020	0.0000	1.00	1.00	1.00	1.00	0.00
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1177	0.0000	1.00	1.00	1.00	1.00	0.00
1178	0.0000	1.00	1.00	1.00		

NASDAQ NATIONAL MARKET

3:00 pm prices March 7:

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3:00 pm prices March 7

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FINANCIAL TIMES

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WORLD STOCK MARKETS

AMERICA

Dow hangs on to most of recent rise despite pause

Wall Street

WALL STREET paused yesterday after this week's rally and equities traded in a narrow range in the absence of any fresh impulses, writes Karen Pogor in New York.

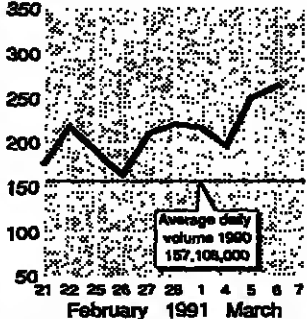
Average hovering near Wednesday's close of 2,973.27 for most of the morning and at 2 pm it was off 3.47 at 2,969.80. Declining issues led those advancing by a ratio of eight to seven on the big board at midday. At 1 pm, the Standard & Poor's 500 was up 0.68 at 376.85 and the American Stock Exchange index was up 0.61 at 355.27.

In spite of the Dow's failure to hold above the 3,000 level on Wednesday, the sell-off predicted by some analysts had not materialised by mid-session. Leucadia soared 5 1/2% to \$28. The company, which describes its businesses as a "confusing mix" of financial services and light engineering, has announced that its 57 per cent-owned PHIL Corp unit will acquire all of Leucadia's shares in a stock swap merger. PHIL Corp, formerly the Baldwin Union Insurance Group, said \$4 to \$14.

Amgen, the baby food manufacturer, dropped 3 1/2% to \$57. After Merrill Lynch downgraded its rating on the stock and slashed its 1992 earnings estimates for the company.

NYSE volume

Daily (million)



February 1991 March

Average daily volume 157,109,000

Ford rose 3 1/2% to \$34 and General Motors lost 3 1/2% to \$39.

The secondary market was little changed yesterday morning, with the Nasdaq composite quoted 0.46 higher at 474.26 at mid-session.

Amgen added 3 1/2% to \$121.4 after a \$12 gain on Wednesday.

The biotechnology company won an important patent dispute over its EPO drug, to treat anaemia in kidney dialysis patients.

Other biotechnology issues also rose. Genzyme added 5 1/2% to \$37.4, Collagen rose 2 1/2% to \$33.4 and Cetus firmed 3 1/2% to \$14.

Most technology stocks, on the other hand, lost ground, but Apple Computer added 3 1/2% to \$65 after a federal judge ruled Apple's copyright suit against Microsoft and Hewlett-Packard closer to resolution. Hewlett-Packard, traded on the New York Stock Exchange, fell 1 1/2% to \$49.

Micro HealthSystems jumped 3 1/2% to \$35.4 after announcing a two-for-one stock split.

Canada

TORONTO stocks were lower at midday after profit-taking on the morning's slight rise. By mid-session the composite index had lost 0.4 to 3,571.3. Advances led declines by 222 to 201 on volume of 15.6 million shares.

The Canadian Imperial Bank of Commerce was flat at C\$51 after saying that first quarter earnings slipped to 98 cents per share from C\$1.15.

Labatt fell C\$4 to C\$24.4 after reporting late on Wednesday that third quarter earnings fell to 15 cents per share from 38 cents.

Spar firmed C\$3 to C\$13.3. The Federal Canadian Space Agency said it had awarded Spar a C\$135m contract for work on the space station, Freedom.

Turnover was moderate at about FF2.86bn after being active on Wednesday, when volume on Monop, the options market, reached a record 22,272 lots worth FF432m, with calls leading puts by \$3,257 to 16,015.

Blue chips mixed continued demand and profit-taking. Total gained FF26 or 3.8 per cent to FF771 with 111,150 shares exchanged. Alcatel-Alsthom rose FF17 to FF670 on 361,730 shares and Societe Generale added FF14 to FF445.

Beghin-Say, the sugar producer, shed FF33 before closing FF14 lower at FF719, after forecasting higher profits. Sidis Rosignol fell FF21 to FF724 after forecasting a much higher loss for the year ending March 31. La Rochette, the paper and packaging group, ended FF2 down at FF74 after saying that it could not rule out a net loss in 1991.

FRANKFURT eased on profit-taking, the DAX index closing 13.58 lower at 1,590.46 after a 1.89 rise to 675.37 in the FAZ at mid-session. Volume came back from DM30n to DM7.3bn. Wednesday's utilities revival went into reverse. In spite of a 26 per cent rise in 1990 earnings, Viag fell DM5 to DM344.50; RWE dropped DM5.50 to DM595; and Vaha lost DM3.70 to DM335 as its 1990 net profits fell 13 per cent.

Cyclicals like chemicals and carmakers saw patches of relative strength, but Allianz, the insurer, dropped DM48 to DM2,412 after it forecast escalating losses at an east German joint venture.

Some retailers, meanwhile, regained part of their losses. Asko rising DM16 to DM760, Douglas DM14 to DM751 and Karstadt DM10 to DM570.50.

STOCKHOLM continued to rise as the central bank cut its discount rate to 10 per cent from 11 per cent. The Allsvärden General index added

Frankfurt labours under unification costs

Higher taxes will make it difficult for Ostphantasie to return, says Katharine Campbell

THE STORM of protest unleashed by Bonn's hefty tax package last week was mirrored in the domestic stock market, which fell nearly 3 per cent on the day of the announcement.

It has improved since then, with a big day on Wednesday when it followed Wall Street up. However, the 12-month tax package, which will boost the country's depleted central coffers by an estimated DM18bn (\$11.6bn) in the second half of this year and DM28bn in the first half of next year, serves as a basic reminder of how the burdens of unification continue to exorcise any spirit of Ostphantasie that might try to return to the German market.

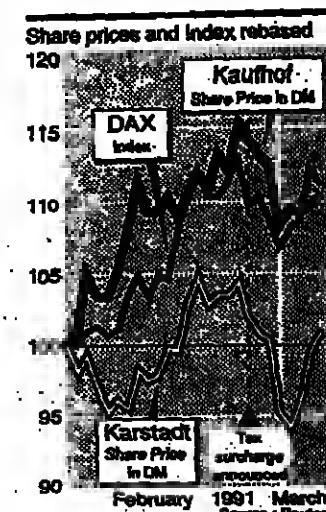
"It provides just another reason not to buy this market,"

observed one of the 7.5 per cent number of analysts. The 7.5 per cent surge on income and corporation tax, for one year from July 1, together with other measures including an

extra 25 ppg on a litre of petrol, have caused a downward revision of already relatively gloomy German corporate profits forecasts, with brokers shaving off slightly more for 1992 than for 1991 as the effects accumulate. Most have cut 1 to 2 per cent for this year and 2 to 3 per cent for 1992.

However, at this stage, brokers are reluctant to be specific about how much extra tax German companies will pay in the end. "It is only a higher rate on whatever they choose to declare," was the opinion of one. It was also pointed out that the surcharge applies only to domestic earnings, although overseas profits, of course, are under great pressure already because of the more severe recession outside Germany.

Options also differ as to the effect on previously high levels of investment spending. While the fiscal measures could have a depressive effect, the fact the higher taxes were crammed into a single year might prove



Share prices and index rebased

Frankfurt (DAX), Karlsruhe, Stuttgart

an incentive to accelerate projects in order to create generous write-downs.

Meanwhile, inevitably, both growth and inflation will be affected. Initial calculations

from Cologne's economic institute suggest that the growth rate in western Germany's gross national product (GNP) this year could slide by 0.5 to 1 percentage point. At the same time, other estimates suggest a potential addition of 0.5 of a percentage point to inflation in the third quarter of 1990.

Higher taxes could also inject a note of further acrimony into the wage rounds - where the transport and public service workers, for instance, are demanding a 10 per cent already. Then there is consumer spending: retail stocks, such as Karstadt and Karstadt, were the hardest hit sector of the market last week, losing 6 to 8 per cent.

Other factors, notably the dollar, are sometimes perceived as far more significant than domestic tax changes. The market's narrow base, combined with the predominance of cyclical and export-oriented industries like chemicals and carmakers, meant last

year that, in spite of GNP pouring along at 4.6 per cent, corporate earnings of quoted companies fell by 6 per cent. Most forecasts see a 4 to 10 per cent dip in earnings this year, with a turnaround in 1992.

However, since February 11, the dollar has risen from DM1.430 to DM1.5475; the potential effect of this on the cyclical earnings was given this week, along with the strength of Wall Street, as a reason for Wednesday's 3.5 per cent jump in the DAX index.

Some analysts say that the dollar is far more significant for overall earnings and hence the health of the market than are the effects of east Germany - whether these be the negative influence of unification taxes or the more positive effects on industry's order books. Others, including Morgan Stanley in London, say that the domestic economy is now weakening, and that we could still see an 8 per cent drop in earnings in 1991.

EUROPE

Continental rally falters as profit-taking sets in

PROFIT-TAKING

emerged yesterday after the previous day's rally, but Wall Street's modest opening gains lent some support to late-closing markets, writes Our Markets Staff.

PARIS calmed down a little, but kept rising. The CAC 40 index gained 10.84 to 1,831.85, mainly on domestic institutional buying.

Turnover was moderate at about FF2.86bn after being active on Wednesday, when volume on Monop, the options market, reached a record 22,272 lots worth FF432m, with calls leading puts by \$3,257 to 16,015.

Blue chips mixed continued demand and profit-taking. Total gained FF26 or 3.8 per cent to FF771 with 111,150 shares exchanged. Alcatel-Alsthom rose FF17 to FF670 on 361,730 shares and Societe Generale added FF14 to FF445.

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STOCKHOLM continued to rise as the central bank cut its discount rate to 10 per cent from 11 per cent. The Allsvärden General index added

12.0 to 1,003.3, a 1991 high, in volume of SKR592m.

Ericsson rose SKR1 to SKR235 in active trading on rumours that the company would raise its profit forecast.

ZURICH slipped on profit-taking as foreign investors stayed away. The Credit Suisse index lost 4.0 to 555.8.

Omni, the holding company, fell SKR90 or 30.5 per cent to SKR180 after Wednesday's news that it was seeking court protection from its creditors. Registered shares in Solzer, in which Omni has a 30 per cent holding, fell SKR170 to SKR4,730. Adia bearers rose SKR5 to SKR905; Omni said that it had not yet fully concluded the sale of its 55 per cent stake in the employment company to Asko,

FT-SE Eurotrack 100 - Mar 7

Hourly changes

Open	10 am	11 am	Noon	1 pm	2 pm	3 pm	Close
1064.19	1063.44	1065.70	1068.51	1065.89	1066.77	1066.60	1067.99

Day's High 1068.97 Day's Low 1062.80

Mar 8	Mar 7	Mar 6	Mar 5	Mar 4	Mar 3	Mar 2	Mar 1	Feb 28
1068.64	1064.17	1064.69	1064.70	1064.70	1064.70	1064.70	1064.70	1064.70

Base value 1000 (per 1000)

risen strongly recently, fell BFR60 to BFR590 on a magazine report that it would make a BFR450m consolidated net loss for 1990.

AMSTERDAM recouped early losses on foreign buying and closed mixed. The CBO tendency index closed up 0.1 at 92.5, having ranged between 92.4 and 93.5.

MADRID recovered from its early weakness, the general index closing 0.76 higher at 272.58. In turnover of about Ptas19bn, down from Wednesday's active Ptas27.5bn. Unilever, the construction company, rose Ptas45 to Ptas320.

OSLO slipped on profit-taking. Turnover fell to NKR55m from NKR195m as the all-share index lost 3.19 to 499.01.

SOUTH AFRICA

JOHANNESBURG rose again but traders grew cautious. The all-share index added 3 to 2,898, but was off a high of 2,975. The industrial index put on 6 to 2,390, while the all-gold index rose 1.4 to 1,948 on strong bullish prices.

Interest rate fall boosts Mexico

By Damian Fraser in Mexico City

MEXICO's stock market fell back yesterday morning, after reaching a record high on Wednesday as interest rates declined to an all-time low.

In hectic trading on Wednesday, the boom in mid-1987, the Bolsa index peaked at 717.44, before closing at 701.14, up 13,583 or 2 per cent. The market has gained 8 per cent since Friday. The index lost about 2,800 points or 0.4 per cent by noon yesterday.

The yield on 28-day government paper fell to 22.14 per cent on Wednesday. The fall in interest rates - down by 10 percentage points since June

1990 - has helped the government's servicing of its \$50bn internal debt: every single percentage point fall reduces repayments by about \$500m.

However, analysts are worried that lower rates and faster-than-expected economic growth will increase the risk of over-indebtedness.

Wednesday's market rally was also fuelled by good 1990 results from Telmex, the partially privatised telephone monopoly, which saw profits rise more than 100 per cent in real terms. Telmex, which makes up 20 per cent of the market capitalisation, ended 450 pesos or 8 per cent higher

at 5,975 pesos and accounted for 46 per cent of total market turnover. The shares reached 6,050 pesos early yesterday.

Telmex's gains were said to bode well for the government's planned international offering of non-voting shares in May, which aims to raise \$2.5bn.

Baring Research in Mexico City attributes much of the recent market rise to an increase in foreign investment. Baring estimates that 60 per cent of the total market float of about \$20bn is in foreign hands.

ASIA PACIFIC

Nikkei loses early gains as volume slips

Tokyo

SHARE prices ended only slightly higher yesterday, after small-lot selling cut early advances inspired by Wall Street's strength, writes Emiko Remonzo in Tokyo.

The Nikkei average closed up 14.97 at 26,397.96 against a day's high of 26,478.12 and a low of 26,244.30. Volume fell from 650m shares to 550m. Investors refrained from activity before the release of the special quotation, or settlement price, for the March contract for future oil options.

Declines outnumbered rises by 518 to 481, while 144 issues were unchanged. The Topix index of all first section stocks lost 2.60 to 1,955.61, and in London trading the ISE/Nikkei 50 index edged ahead 1.46 to 1,509.92.

Traders said some institutions felt that the mid-26,000 level was the top of the trading range, and started to sell off some of their holdings.

Technology stocks retreated on profit-taking. Hitachi shed Y50 to Y1,280. Motor issues were sought by foreigners, but lost most of their gains on

selling by investment trusts.

Keyence, a measuring control maker, dropped Y1,400 to Y11,900 on news that the company had decided not to have a gratis issue but to increase the dividend by Y4 or Y5 from the previous Y10.

Human, the weakest spot of the day, fell Y100 or 12.5 per cent to Y690. A report submitted to the Ministry of Finance said a major shareholder had sold part of his stake.

Ishii Iron Works, an oil storage tank maker, slipped Y70 to Y1,150 on reports that pre-tax profits for the year to March would be down 50 per cent.

The oil sector was the best performer, climbing 3.8 per cent on reports that some oil refiners were applying to increase capacity. Nippon Oil put on Y50 to Y1,200.

Suntomo Metal Industries, the most active issue of the day, moved up Y8 to Y530 on news that the company would resume steel pipe production in Saudi Arabia from April.

In Osaka, the OSE average gained 132.83 to 29,168.55 on volume of 60m shares. Shokusan Jutaku Sogo, a builder of luxury wooden houses, added Y70 to Y1,120. The stock has

risen on speculative buying.

Itoki Kosakusho advanced Y100 to Y2,740 on brisk sales of its office furniture. Its pre-tax profits for the current business year are expected to reach a record Y6.6bn.

Roundup

THE PACIFIC Basin markets were absorbed with domestic issues yesterday.

HONG KONG advanced for the sixth day in busy but lower turnover of HK\$2.23bn (HK\$2.46bn). The Hang Seng index rose 19.91 to 3,653.24.

Utility and property stocks led the gains. Hang Seng Bank firmed another 20 cents to HK\$29 before today's results.

AUSTRALIA's weakening dollar boosted interest in metals and resources. CRA rose 25 cents to A\$11.75 in spite of the drop in 1990 profits. Woodside Petroleum gained 9 cents to A\$3 on higher profits and a maiden dividend.

Goodman Fielder Wattie, the food company, moved ahead 7 cents to A\$1.68 on a 64.5 per cent jump in first-half profits. The All Ordinaries index eased 1.9 to 1,111.5 on turnover up from A\$255m to A\$294m.

NEW ZEALAND's Barclays

index rose 9.39 to 1,368.60. Brierley Investments shed 5 cents to NZ\$1.05 on a decline in first-half net profits. Brierley also sold its entire 14 per cent stake in Lion Nathan for about NZ\$1.7m, boosting overall market turnover from Wednesday's NZ\$12.5m to NZ\$19.4m. Lion Nathan rose 8 cents to NZ\$3.20.

BOMBAY plunged 7.6 per cent after the resignation of Prime Minister Chandra Shekhar. Traders feared that a general election could affect negotiations with the IMF for a \$2bn loan to tide the country over its foreign exchange crisis. The BSE index dropped 94.58 to 1,511.05.

TAIWAN ended five days of weakness as the cabinet approved a deficit budget for 1991-92. The weighted index rose 134.56 or 3 per cent to 4,522.40 as turnover fell from NT\$3.6bn to NT\$3.0bn. BANGKOK reflected confidence in the new interim cabinet. The SET index added 14.02 or 1.5 per cent at 817.23. In SINGAPORE, rumours of a cut in steel prices pushed Natsel down 96 cents to S\$9.05 and held the Straits Times Industrial Index to a gain of just 1.64 to 1,512.57.

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ACCOUNTANCY COLUMN

Unfair to shoot scorer when team loses

By Geoffrey Holmes and Alan Sugden

WHEN a company gets into serious difficulties, it has become popular for shareholders to blame the auditors. But is that justified?

If you look at the last published accounts of Listed, USM and Third Market companies that went bust in 1989 and 1990, they fall into roughly four categories.

First, there are those whose last balance sheet and profit-and-loss account showed pretty clearly that the company was heading for the rocks. Take for example Sock Shop, the hosiery retailer. One City columnist commented when the accounts to February 1989 were published: "Sock Shop investors have had a sinking feeling for some time; now we know why."

In cases like that, surely it's hardly fair to shoot the auditors. Doing so would be rather like shooting the scorer when your cricket team has lost a match.

Second, there are companies where you have to dig into the notes to find the full extent of the risks the company is taking. In Colson's 1989 accounts, for example, a note on contingent liabilities showed one sale with recourse and three guarantees of borrowings outside the group, totalling more than \$40m.

At FKB, the 1989 group balance sheet showed shareholders' funds of only \$4.7m after the deduction of a \$40.1m deficit accumulated in the goodwill reserve as the result of acquisitions, while a note on financial commitments showed additional future payments on earn-outs amounting to a maximum of \$58.8m.

In both cases we would also find the auditors "not guilty" of failing to do their job properly because, for the purpose of assessing what is "a true and fair view", accounts have to be taken as a whole, i.e. including all the notes.

As the notes to accounts tend to get longer, the evaluation of a set of accounts becomes increasingly difficult for the professional analyst, let alone for the private shareholder. A good case could be made for requiring the audit report to draw shareholders' attention to any material item not shown on the face of the profit-and-loss account or balance sheet.

Those would include contingent liabilities, earn-outs, post-balance-sheet events and changes in accounting policies, as well as notes giving further details of profit-and-loss account and balance-sheet items. The present practice of allowing salient points to be buried deep in the notes brings the accountancy profession into disrepute.

The third category is where a company is exploiting current accounting rules to enhance reported profits, and the auditor has given a clean report. In such cases the auditors may plead that the notes to the accounts did actually show what the company has done.

In the case of the third-market company, Leading Leisure, which last November went into receivership with debts of more than \$40m, the 1989 accounts showed operating profit up from \$7.3m to almost \$12m, with pre-tax profits up by more than 30 per cent, but a note on the operating

profit showed that trading profit on the sale of properties to joint ventures amounted to £10m.

Our view is that, to give a true and fair view, that £10m should have been an exceptional item disclosed separately on the face of the profit-and-loss account. We have a good deal of sympathy for any Leading Leisure shareholders who may have felt that the 1989 accounts were misleading.

But let us be realistic. Have you ever known a company's shareholders to sack the auditors against the wishes of the directors? We have not. The idea that the auditors of a company are there to look after the interests of the shareholders is, we fear, a myth.

All that shareholders can realistically expect is for the auditors to ensure that the accounts comply with the Companies Acts and with accounting standards, interpreted to the company's best advantage.

The fourth category is where the accounts provide no warning, or at least none that we can detect. The classic example of that was the demise of the UK open-cast coal mining company, Burnet & Hallanshire, several years ago. That was largely due to an orgy of property development in California, financed off-balance-sheet.

The 1989 Companies Act, by changing the criteria for consolidation from legal ownership to effective control, should put a severe damper on that sort of activity in the future.

A more recent disaster that may fall into this fourth category is Parkfield, the foundry-to-video-distribution

group that went into administration last year, although we have not got to the bottom of that one yet.

It will be interesting to see what the administrators find out: things can go horribly wrong between audits, as Mr Richard Stone of Coopers & Lybrand, one of Polly Peck's administrators, subsequently discovered. As the Financial Times reported last December: "During the three summer months, the group's cash balances in northern Cyprus were run down by £160m. Most, if not all, of this was used to fund leisure developments... [in October] it went into administration... after Mr Nadir failed to come up with the \$70m in cash which bankers had demanded to keep the group afloat."

The point here is that a company's accounts are audited only at the end of each accounting period, so, although it may be good auditing practice for the auditors to keep a general eye on the company during the year, there is no obligation for them to do so.

To return to our third category, we believe that the real blame for the present situation lies not with the auditors, who are simply reacting to market forces, but with our present accounting standards. Companies are currently allowed so much latitude that the reported profits of a growing number are seriously misleading and, in some cases, a complete joke.

We have a certain amount of sympathy with the now disbanded Accounting Standards Committee (ASC) because its credibility was severely dented by government inter-

ference with inflation accounting, which forced the ASC to adopt the now totally discredited system of current cost accounting.

It also had the difficulty of trying to serve six masters - the six accounting bodies in England, Scotland and Ireland - and found itself drowning in a sea of compromise. As it went down, though, it did try to help salvage the situation by issuing a clutch of exposure drafts aimed at curing some of the worst anomalies and closing some of the largest loopholes in current accounting standards.

What is being done to protect shareholders in the future?

We now have the Accounting Standards Board, which, backed by the Financial Reporting Council, has infinitely more power than the ASC, in particular the authority to issue accounting standards in its own right.

But, even with this much improved mechanism for developing and enforcing accounting standards, some people still think that self-regulation will fail.

We believe that, before more draconian measures are considered, the Accounting Standards Board should be given a fair chance. It will, however, need the full support of the accounting profession. If such support is not forthcoming, the profession will deserve whatever regulatory millstone the government chooses to hang round its neck.

Geoffrey Holmes and Alan Sugden are the authors of *Interpreting Company Reports and Accounts*, 4th edition. Woodhead-Faulkner, h/b £39.95 p/b £17.95

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This company is without doubt a leader in its given field. In addition to this it has the advantage of not only being part of a formidable European structure, but also has the influence of a worldwide corporate body.

The UK company has a definite and considered strategy which has enabled the management team to build a solid platform for growth.

They have identified the need for a qualified ACA, or ACCA, probably aged between 30 to 40 years. This individual will have responsibility for the company's financial accounting area. Key responsibilities will be monthly, quarterly, and annual reporting plus statutory requirements. An excellent and practical grasp of the MIS interface between the finance department and its systems counterpart will be critical.

The person most likely to succeed will be flexible, energetic, logical, with well defined people management skills and be committed in word and deed to the success of the company. A background in a service related industry which holds the principle of customer care as paramount and operates through a multi branch or site configuration will be an important qualification.

In the first instance, please send a comprehensive CV, quoting Ref N602, to Nevis International, Altay House, 869 High Road, London N12 8QA or telephone 081-445 0494 for an application form. Fax 081-445 5151.

NEVIS INTERNATIONAL

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NEW YORK 212 5414068

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Divisional Financial Director - Worldwide

GERMANY

c. £110,000
Package
Plus Car
Plus Benefits
Plus Bonus

A major international industrial PLC with sales in excess of £2.5 billion and over 60,000 employees worldwide is a leading supplier to the automotive industry.

This division is highly successful in developing, producing and selling complex high quality automotive systems. With a turnover of £400 million, they currently seek a Financial Director to be located at the division's worldwide headquarters in Germany.

Reporting directly to the Managing Director of the division and functionally to a Group Financial Director in the UK you will be responsible for:

- Corporate Control and Reporting
- Strategic Planning and Business Analysis
- Acquisitions and Appraisals
- Treasury and EDP

As a member of the Senior Financial Team you will liaise with business centres within the group worldwide.

You will have strong academic qualifications and be a qualified accountant or equivalent. With considerable experience of a manufacturing environment, you will know how to lead and motivate management. Internationally orientated, you will have experience of a senior role within a multinational environment, controlling more than one business together with those functions listed above.

Capable of handling a growing management remit, you will be fluent in English and German.

This is a high profile appointment. Besides an excellent salary and bonus, other benefits are available. Future prospects are outstanding.

Interested candidates should write in confidence to: Nicholson International (recruitment consultants), Imperial Buildings, 48-56 Kingsway, London WC2B 6DX, quoting reference 9179, or fax details on 071 404 8128 or call Fiona Davidson directly on 071-404-5501 for an initial discussion.

NICHOLSON INTERNATIONAL

RICHARD JAMES ASSOCIATES

A pro-active consultancy for commercial accountants seeking appointments in London and the Thames Valley

10 GREYCOAT PLACE,
LONDON SW1P 1SB
TEL: 071-222 8866/
071-222 8037/8.
FAX: 071-222 5429

FINANCE MANAGER
(DIRECTOR DESIGNATE)

Consumer/Industrial Electronics

South East England

c £32,000 + car

Our client is a subsidiary of a Japanese manufacturer of computer related electronics and is responsible for UK marketing, sales and distribution. This is a new position made necessary by a remarkable rate of growth over recent years and the need to plan for new and improved products which will ensure continued business development.

The Finance Manager will report to the Managing Director and will direct and control all financial and management accounting, budgets, budgetary control, cash and credit control, financial planning and reporting and presentations to the Japanese headquarters. The Finance Department manages inventory control, purchasing and distributor financial management so a practical experience of electronic/electrical distribution or a very closely related field is a requirement for this job. Candidates are expected to be able to run the financial management of a profit centre with an annual turnover in excess of £20m, have some treasury operations ability and finally, be qualified accountants in the preferred age range of 32 to 38.

Career prospects are good - the job will grow with the company - and performance will lead to promotion sooner rather than later. Please forward a full curriculum vitae quoting reference number 194 to Terry Fuller, Director.

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Kidsons Impey, Stevens & Sedgwick Ltd, 29 Pall Mall, London SW1Y 5LP
Tel: 01-493 4500. Fax: 01-493 4501. Telex: 250000. Cable: KIDSONS.

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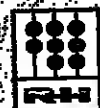
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Lotus FINANCIAL PLANNING & ANALYSIS MGR

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Lotus Development Corporation, the world's largest applications software supplier, is offering a unique opportunity in its International Headquarters Finance team. A senior financial executive will be required to take on the key role of International Financial Planning and Analysis Manager.

The successful candidate will be expected to prepare and significantly enhance the quality of management information for the company's worldwide operations. Extensive liaison will be required with controllers and senior managers in over twenty entities across the globe focusing on forecasting and planning. You will also be expected to implement new financial systems to meet current and future needs against a background of emerging technology and organisational change.

As a key member of a powerful management team, you will need to display a high degree of flexibility, astuteness and commercial vision. Candidates will be qualified Accountants or MBAs, aged late 20's to early 30's with the ability to lead and motivate others. Excellent verbal and written communication skills and a common sense approach is essential.

Please apply directly to Marc Eschauer at Robert Half, Freeport, Princess Beatrix House, Victoria Street, Windsor, Berks SL4 1YY. Telephone: 0753 857777 or evenings on 071-350 1738. Alternatively, fax your details on 0753-841676.

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Price Waterhouse

The Royal Bank of Scotland

EXECUTIVE SELECTION

Financial Controller

Corporate & Institutional Banking Division

c £35,000+Car+Benefits City

Recent reorganisation of the Royal Bank of Scotland's operational activities has led to the formation of the Corporate and Institutional Banking Division, providing commercial banking services to large corporate and institutional customers throughout the UK and internationally.

The appointment of a high quality Financial Controller to work as part of a small central team is seen as key to the strategic plans of this new Division. This will call for a qualified accountant with sound accounting and analytical skills and experience of presenting to senior management.

Reporting to the Finance Director of the Division, your principal

responsibilities will include:

- Introducing and developing management accounting and information systems.
 - Review and interpretation of consolidated Divisional results.
 - Succinct presentations to Divisional management highlighting key issues for attention.
 - Involvement in issues relating to the allocation and protection of capital in relation to risk.
- In addition to the qualifications and experience outlined above, your practical experience of capital maintenance and allocation issues is essential, as is your grasp of risk adjusted return theories. Computer literacy and PC skills

are vital, and a background in banking or financial services is highly desirable.

You will be rewarded with an excellent compensation package comprising negotiable salary, car, non-contributory pension and low cost mortgage facilities.

The Royal Bank of Scotland is committed to equal opportunities.

Applications, which will be discussed with our client, should be sent to Christopher Hetherington, quoting reference C/1139 at: Executive Selection Division Price Waterhouse Management Consultants Milton Gate 1 Moor Lane London EC2Y 9PB

Price Waterhouse

EXECUTIVE SELECTION

Financial Director

c.£40,000 + bonus + car East Midlands

This UK subsidiary of a major international engineering group supplies specialised high value equipment to the mining and civil engineering industries. Already a highly respected market leader, with a turnover of around £40 million, the company is now entering new markets in the UK and overseas.

In support of these plans, the company is seeking a commercially aware Finance Director who will be responsible to the Managing Director for financial control, commercial management and data processing. The prime role will be to

provide a comprehensive financial service to a company undergoing substantial change. In addition as a member of the senior management team the new FD will have the opportunity to participate fully in the further development of the company.

Applicants must be qualified accountants with an excellent track record including experience of manufacturing industry and systems implementation. They should have the maturity to work at senior level, good leadership and communications skills and sound business awareness.

This is an exciting career opportunity with an internationally renowned group. The package includes a competitive salary, negotiable for the right person, substantial bonus opportunity and relocation assistance. Please write with career details, age and current salary quoting reference MCS/2068 to Geoff Firmin, Executive Selection Division Price Waterhouse Management Consultants Victoria House, 76 Milton Street Nottingham NG1 3QY

Finance Director Designate

c.£30,000 + Car + Benefits

Our client, a group of companies involved in construction related maintenance and contracting activities with a turnover of c.£18M, is seeking to recruit a commercially minded Finance Director Designate.

Reporting to the Board, the successful candidate will have "hands-on" responsibility for ensuring the smooth running of the finance function, reviewing and developing appropriate support systems, and making a significant contribution to strategic planning.

Candidates should be qualified accountants aged 30-40 with maturity and the capacity to blend creativity and business flair

with a practical team-working management style. Experience of accounting within the construction industry is essential.

Please send career and personal details quoting reference F/184/B to Paul Bailey, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AN.

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CV please to Bryan Wilcock
Fax 061 228 6622
Graphic Palette
15 Newton Street
Manchester M1 1HE

Assistant Treasurer

Home Counties

c£37,500 + Car

Our client is a major UK public Group with substantial overseas operations. It has expanded considerably over the last decade on a world wide basis achieving continued profitable growth.

The position reports to and will deputise for the Group Treasurer. Key responsibilities will include international cash management, bank relationships, negotiation of funding facilities and the review of new financial instruments and techniques.

Candidates should be of graduate calibre, aged 30-40, with good communication skills, business acumen, creative and strategic thinking ability.

The successful candidate will need a minimum of three years' relevant treasury management experience within

an international group together with exposure to computer related systems. The attractive remuneration package includes a contributory pension scheme, fully expensed car and relocation assistance where appropriate.

Please telephone or write enclosing full curriculum vitae quoting ref: 558 to:

Nigel Hopkins FCA,
97 Jermya Street,
London SW1Y 6JE.
Tel: 071-839 4672
Fax: 071-925 2336

Cartwright
Hopkins

FINANCIAL SELECTION AND SEARCH



The Chartered Association of Certified Accountants Practice Regulation

London based

Two National Roles

The Association established its Practice Monitoring Unit following the 1986 Financial Services Act to regulate some 1,150 of its practising members who conduct investment business. The Association is seeking to act as a Supervisory Body under the 1989 Companies Act, regulating the audit standards of at least 2,500 practising members. As a result of this expanded brief, the unit now seeks to appoint two additional compliance officers.

These challenging roles will involve setting up new systems, monitoring and providing guidance to practising members. While these positions are based in London, travel throughout the UK is an integral part of these roles. Some work could be carried out from home.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

European Headquarters of a large American multinational company is looking for an

International Tax Advisor

Location: Paris

Salary: c. FF. 600,000

Tasks and responsibilities:

Based at our regional headquarters for Europe, Africa and the Middle East, the successful candidate will advise on all international tax implications of our business in the region, including tax planning, intercompany operations and merger and acquisitions.

Profile:

This senior position will suit high potential candidates ideally 31-35 years old, with extensive experience (6-9 years) in an international company or a major tax firm, including some exposure to US taxation.

Excellent communication skills and the ability to interact with the highest level of management are also necessary for this position. Knowledge of French is not required.

For more information concerning this opportunity, please telephone or send your curriculum vitae including current salary to Antoine Goldschmidt quoting reference number AG5527 FT to Michael Page International Tax & Legal, 10 rue Jean Goujon, 75008 Paris, France, telephone 010-33 1 42893003.



Michael Page International

International Recruitment Consultants
London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney Melbourne

A SENIOR ROLE IN PROJECT ACCOUNTING

North Sea Oil Company

circa £38,000 + Car

Our client is a North Sea operating company involved in a significant range of upstream projects. An excellent opportunity now exists for a young accountant, ready for the next stage in his/her career development, to manage, coordinate and control all accounting aspects of operated and joint venture projects.

As the appointed candidate you will be based in Central London, responsible for a team of some ten staff. Your role will be to formulate and negotiate the necessary financial agreements, procedures and reporting structures, ensuring that the joint venture financial role of the project accounting department is effectively conducted.

This is an excellent career move for a high-calibre accountant with at least four years recent experience in a joint venture project environment, confident of his/her ability to manage his/her own department. To be successful in this high-profile position, you will

have an energetic, pro-active approach, together with the inter-personal skills necessary to establish and maintain effective relationships with internal and external parties. The ability to work under pressure, meet report deadlines and to manage and motivate people is essential.

You should be a qualified accountant, ideally in your late twenties to mid-thirties with current oil company experience. In return for your skills and experience, a first-class salary will be offered, enhanced by a range of benefits, including a car. Career prospects within our client's organisation are excellent.

To discuss this opportunity contact David Jones during office hours on Windsor (0753) 857181, or, in the evenings and weekends, on Reading (0734) 482370.

Alternatively, write to him, The Managing Partner, Digby Jay Jones, Mountbatten House, Fairacres, Windsor, Berkshire, SL4 4LE. Fax: 0753 860696.

DIGBY JAY JONES

OIL & GAS SEARCH & SELECTION

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Financial Controller

S. Midlands

c£33,000 + Car

Our client, a significant division of a highly respected plc, is an exciting, fast moving and dramatically expanding communications group of companies. It has achieved a reputation for excellence within its sector and has adopted a style which is both entrepreneurial and decentralised, thereby allowing each operating division real autonomy and control.

Due to continual developments, an opportunity has now arisen for the appointment of a Financial Controller to head a newly formed central accounting function providing financial and management information for this c£25m to division. As such the role will be technically strong with a sound commercial approach in providing this information and in further developing the financial team's efficiency.

Candidates will be qualified accountants, age indicator 28-34, who can bring a 'hands-on' and enthusiastic approach to this young, lively and highly competitive environment. A strong communicative ability is vital as is the desire to progress with this successful group.

Please telephone or write enclosing full curriculum vitae quoting ref 669 to:
Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE.
Tel: 071-839 4572
Fax: 071-925 2336

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071 873 3460

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071 873 3199

SENIOR MANAGEMENT ACCOUNTANT WITH OBVIOUS MANAGEMENT SKILLS

For a diverse and demanding organisation

c£36,000 + car

Central London

The average Management Accountant job ad concentrates on qualification, professional skills, analytical strength, total competence in the production of management information and a mastery of the necessary systems; unusually and crucially, from this advertisement we must also identify leadership skills of the highest calibre. It's rare to find candidates who meet the earlier criteria (and we only want to hear from people who do) who also demonstrate management talent - so we don't expect an enormous response. The organisation, well known, diverse and growing, accepts that its management accountancy system has not kept pace with the rate and nature of corporate change; there is much to be done. The task is to introduce a new system (based on new hardware), which will produce reliable, comprehensible and, above all, concise information, through which the business can be controlled. However, there's a small professional department to be run, and a management peer group that will expect the highest standards, so we're looking for both authoritative and influential inter-personal skills. Ideal candidates, probably graduate, will identify with the peer group need as closely as they do with professional excellence. They will communicate well in more than just figures - it is an organisation which values literacy - and they'll have the professional integrity to earn respect. If we identify all these strengths, we will also have satisfied our final need - the clear potential for further development. Please send full career details, quoting reference WE 1023, to Dave Denny, Ward Executive Limited, Academy House, 26-28 Sackville Street, London W1X 2QL. Tel: 071-439 4581.

WARD EXECUTIVE

LIMITED
Executive Search & Selection

 **Price Waterhouse**
The Royal Bank of Scotland EXECUTIVE SELECTION

Financial Controller

Corporate Banking

c £35,000 + Car + Benefits City

Recent reorganisation of the Royal Bank of Scotland's operational activities has led to the requirement for a Financial Controller to work closely with the Director of the new Corporate Banking business unit.

This challenging role will involve bringing together financial and operating information from various sources throughout the bank and analysing customer and product profitability.

There is a necessity for the development of new management accounting systems to record and identify costs, revenues and profit, including the development

of cost centre structures and budgets.

Joining a new area within the Bank from its inception, your role will be high profile and will offer you an excellent chance of gaining an understanding of corporate banking products.

A qualified Accountant (CA, CCA or CIMA), you may be seeking a career move from within the financial services industry, or other multi-product environments or possibly from the accounting profession. You will have excellent management accounting and PC skills. Experience of profitability analysis by customer and by

product will also be advantageous.

In addition to a negotiable salary, the compensation package will include car, non-contributory pension and low cost mortgage facilities.

The Royal Bank of Scotland is committed to equal opportunities. Applications, which will be discussed with our client, should be sent to Christopher Hetherington, quoting reference C/1142 at: Executive Selection Division Price Waterhouse Management Consultants Milton Gate 1 Moor Lane London EC2Y 9PB

DIRECTOR OF FINANCE AND RESOURCES

Commercial flair to boost Sussex business

Mid Sussex

£30,000 to £35,000 + bonus, car & benefits

The aims of the Sussex Training and Enterprise Council (TEC) are crystal clear. To help business throughout the county by promoting and supporting enterprise, and by planning and delivering training. With a budget of £24m and some 60 full-time staff, the Sussex TEC is set to have a considerable influence within the county.

Reporting to the Chief Executive and heading up a 17-strong department, your prime responsibility will be to provide relevant management information - instrumental in developing business and training initiatives.

Senior management will also look to you for strategic data and budgetary planning, and expect you to ensure that all legal and statutory requirements are met.

To fit in with a young and dynamic management team, you'll need no small measure of authority, energy and initiative. An analytical problem-solver, with the presentation skills to do justice to your ideas, you must have a recognised accounting qualification, previous line management experience and a track record of providing financial advice. Company Secretarial experience would be an advantage.

If you are interested in a challenge that offers greater scope, we would like to hear from you. As well as a salary of £30,000 to £35,000, an on-target bonus of up to 15% is achievable.

Please write in confidence, enclosing your CV with present remuneration details, and day and home telephone numbers to James Forte, quoting ref S2806/F.

KPMG Selection & Search
70 Fleet Street, London EC4Y 1EU

INTERNAL AUDIT MANAGER

CENTRAL LONDON
c.£33,000 + CAR + BENEFITS

Mercury Communications is now an established leader in the telecommunications field, having developed the UK's first all-digital public telephone network. To achieve this, Mercury has undergone rapid business growth and this impressive record is set to continue. Consequently, we are now looking to employ an experienced and innovative accountant in the role of Internal Audit Manager.

Reporting to the Controller, Internal Audit, the role will require involvement in a range of audit activities which will cover the breadth of the Company's operations. The responsibility will be to plan and manage audit assignments of a technical and financial nature and represent Internal Audit in the Company's drive towards a Total Quality Culture.

A fully qualified accountant, aged 28 to 32, with experience gained in auditing or operating in large technologically based companies, you should be able to demonstrate excellent

communication skills allied to a flexible, innovative and hands on approach.

In return we can offer a substantial salary together with a generous package of major company benefits including 25 days' holiday, company car, free private medical insurance, pension scheme and subsidised restaurant.

To apply, please send career details, quoting Ref: CH/3/1, to Maria Soto, Senior Personnel Officer, Personnel Department, Mercury Communications Ltd., New Mercury House, 26 Red Lion Square, London WC1R 4HQ.



POWERED BY PEOPLE

ACCOUNTANT

A growing international Property Group has expanded its interests in an established UK Property Company and now seeks an ambitious, newly qualified accountant to assist the Finance Manager to create a full accounting, treasury and planning function.

Principle responsibilities to include:

Management reporting
Treasury
Financial planning

Fiscal & legislative compliance
Supervision and control of the accounting department

Salary c£23,000 plus benefits

Applications with CV to Box H8156,

Financial Times, One Southwark Bridge, London SE1 9HL

SENIOR MANAGER

INTERNATIONAL FINANCIAL PROJECTS

WOODCHESTER INVESTMENTS p.l.c.

Woodchester Investments plc is a leading financial services organisation in which Credit Lyonnais has a 45% shareholding. The Group is quoted on the Irish and London Stock Exchanges and has a market capitalisation of about IRE400 million.

Principal activities are consumer finance, sales aid leasing and related banking business. The Group has an enviable record of growth based on results oriented and innovative strong management.

Reporting to the Group Finance Director, the appointee will assist in the commercial evaluation of potential European acquisitions together with the integration of new subsidiaries to the Group.

Candidates, in their thirties, should be qualified Chartered Accountants with a number of years' post qualification experience in a tightly managed commercial environment or who are currently working at Manager or Director level with one of the "Big 6" Accountancy practices. They should

combine a practical knowledge of computerised accounting systems with significant experience of special project work. Above all they should have the commercial awareness, strength of character and communication skills to build relationships and bring about change in a fast moving environment. Although based in Dublin they should be internationally mobile. A second European language is desirable.

This is an excellent opportunity to demonstrate talent and capabilities in an environment which quickly recognises and rewards success. The attractive salary and benefits will fully reflect the importance placed on this appointment.

Candidates should send full personal, career and salary details to Sean Cannon at:
Stokes Kennedy Crowley Management Consultants,
1 Stokes Place, St. Stephen's Green, Dublin 2, Ireland.
Fax: Dublin 708 1122, quoting Reference Number 4247.

KPMG Stokes Kennedy Crowley

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Tel: 071-588 3576 Telex No. 887374

Excellent career development role with prospects for promotion to a division in the UK or overseas within 18-24 months.

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GROUP FINANCIAL ANALYST

LONDON W1

£28,000-£32,000 + Car

MAJOR BRITISH MULTI-NATIONAL INDUSTRIAL GROUP - T/O £350m WITH OVER 80% IN OVERSEAS SALES
For this appointment, created by reorganisation within group financial operations, we invite applications from graduate Accountants (ACA or ACMA), age 26-32, with at least two years post-qualification experience, preferably in a commercial or industrial environment. Computer literacy is important. You will report to the Group Financial Controller, and as part of a small Head Office team, you will be responsible for agreeing divisional budgets, reviewing their monthly management and financial reports, analysing and highlighting variances, appraisal of capital expenditure projects and working closely with divisions in providing effective solutions to problem areas. In addition to these key ongoing requirements, you will work on numerous ad hoc projects including acquisitions; an immediate priority will be to set up and maintain a micro-computer based Management Information System for financial reporting to the Main Board. For this high-profile and exciting group role, you will need to blend a practical, analytical approach to creative problem solving with diplomacy and persuasion in a multi-cultural environment. Initial salary negotiable £28,000-£32,000 + car, contributory pension, free life assurance, free PPP and assistance with removal expenses, if necessary. Applications in strict confidence, under reference GFA 205/FT by telephone on 071-588 3114 (daytime) or on 081-673 6783 (evenings/weekends) or in writing to the Managing Director: ALPS

ACCOUNTANCY & LEGAL PROFESSIONS SELECTION LIMITED, 3 LONDON WALL BUILDINGS, LONDON WALL, LONDON EC2M 5PU.
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Interested applicants should apply with a full C.V. to:

INTEREUROPE RECRUITMENT
13/15 Barrack Road, Guildford, Surrey. GU2 6RU

INTEREUROPE

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Please write enclosing a CV for further information to: Mrs C. Axford, Personnel Department, College of Further Education, Kings Road, Plymouth PL1 5QG.

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Please reply in writing with full CV to Veronica Burwood, Personnel Manager, Guinness Flight Global Asset Management Limited, 32 St Mary at Hill, London EC3P 3AJ.

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